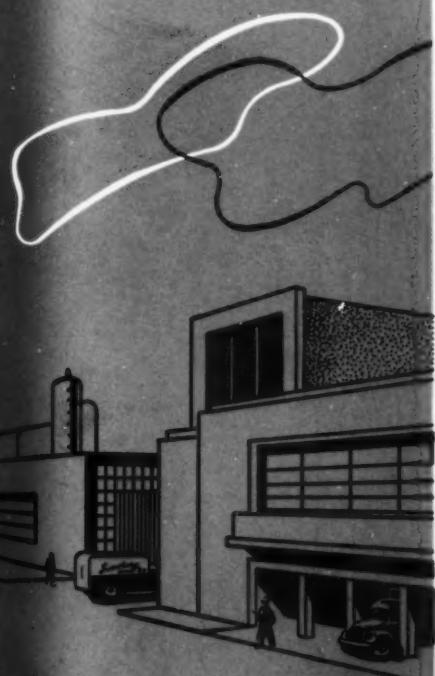


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MANAGE



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MANAGE

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Volume I DECEMBER 1948 Number 4

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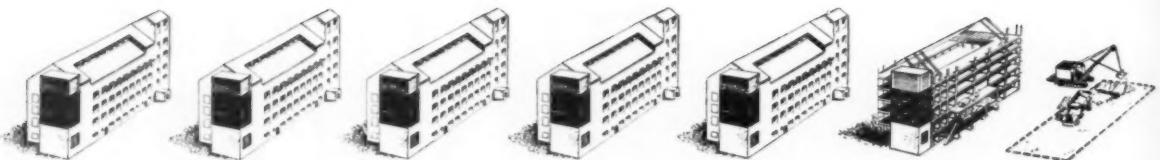
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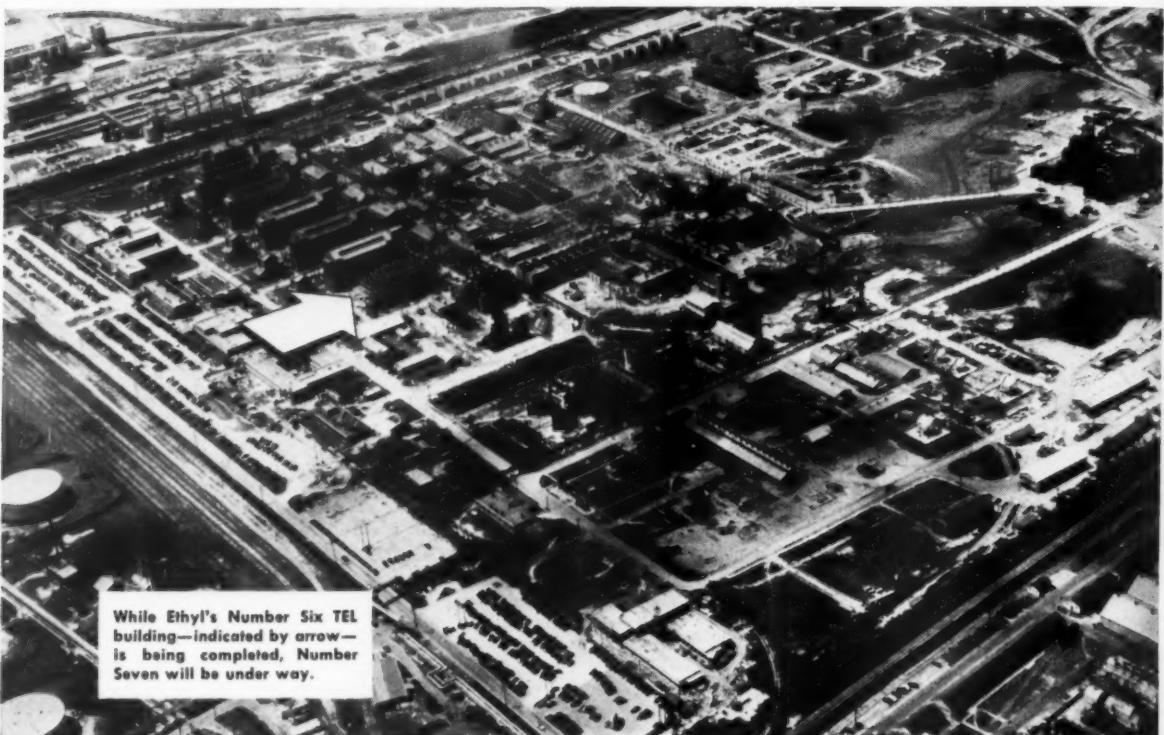
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ETHYL CORPORATION



Our Contributors

Mr. Alva W. Phelps, president and chief executive officer of the Oliver Corporation, has a very good opportunity to observe the value and effectiveness of management club functioning in today's corporate structure. Oliver has more than 500 management men in shop-type clubs throughout their seven plants. Mr. Phelps, himself, is a member. We hope that Mr. Phelps' article "Executive Views Company's Management Club Activity," written expressly for MANAGE, will come to the attention of other executives less familiar with the value of management club concepts and activity.

Mr. Phelps' progress from production foreman at GMC Delco Division to president of Oliver Corporation in a period of 22 years is evidence that opportunity exists in industry for those who will do what is necessary to qualify.

Alva W. Phelps was born January 17, 1896 on a farm in Marion County, Georgia. He is a graduate of Georgia A and M College.

In 1922 he joined General Motors Corporation, Delco Division, where he held various jobs—production foreman, general foreman, inspector, tool designer and machine designer. He left General Motors for a short period to become chief engineer of the J. L. Ferguson Company in Joliet, Illinois. In the early part of 1925 he returned to Delco Remy Division as chief tool designer. For the next ten years he held various responsible engineering and mechanical supervisory positions and in 1935 he was in charge of all mechanical engineering development and manufacturing methods and processes.

From 1935 to 1943 Mr. Phelps served General Motors as assistant general manager, Electro Motive Division; general manager, Saginaw Steering Gear Division, and he built and operated the huge machine gun plant in Saginaw, Michigan. It was through his efforts and initiative that General Motors was selected to become the world's largest producer of machine guns.

In July 1943 Mr. Phelps was appointed assistant vice president of General Motors under Group Executive Vice President E. F. Johnson—engaged in the manufacture of major implements of war.

In March 1944 Mr. Phelps joined the Oliver Corporation at which time he was elected president and became a member of the board of directors.

Mr. Arthur S. Roberts, secretary and counsel for SKF Industries, Inc., Philadelphia, analyzes an important employee relations problem, "Overtime On Overtime", in a thorough manner. The proper understanding of what is involved is of daily interest to management men throughout industry.

Mr. Roberts is one of the younger top industrial executives—born in December, 1910. He was graduated from West-

(Continued Page 27)



We Look At WASHINGTON



THE results of the November 2 election raised many interesting questions about the "Taft-Hartley" Law. Will it be repealed or changed through amendment? If repealed, what if anything will be enacted in its place? This column attempts no predictions, as predictions have become decidedly unfashionable, but will attempt to examine some controlling facts.

First, what of campaign promises on this subject? Time and again throughout the campaign, President Truman declared that he would work for the repeal of the "Taft-Hartley" Act. Many of the successful candidates for election to the Senate and to the House of Representatives publicly promised to work for the repeal of this Act if elected.

Both Houses of the Congress which convene in January are preponderantly Democratic and these Democratic members will be responsive to the presidential will to a degree that was not true during the last session of Congress.

It is interesting to note, too, the published comments of some Senators who were not up for election last month and of some Republicans who were re-elected to Congress. For example, Senator Kenneth McKellar of Tennessee, a Democrat, voted to override the presidential veto when the Act was passed. Since the election of November 2, he reputedly stated that the "Taft-Hartley" Act should be repealed. A re-elected Ohio Republican Congressman has declared, somewhat more cautiously, that the opposition party should oppose the will of the President and the expressed will of the people at the polls "with moderation." It would appear safe to assume that, very soon after the new session of Congress convenes, there will be one and probably a number of bills introduced for the repeal of this legislation.

Since the actual work in legislation in both Houses of the Congress is done in committee, it is worthwhile to examine the probable make-up of the committees which will handle labor legislation.

The Senate Committee is known as the "Committee on Labor and Public Welfare." During the present Republican-dominated Congress, this Senate committee was made up of 13 members of whom 8 were Republican and 5 Democratic. The practice of making important committees top-heavy with members of the majority party was fol-

By
Harry P. Jeffrey
NAF
Legal Counsel



lowed by the Republicans, and it would seem likely that the Democrats will return the compliment in kind when they take over in January. Of the 5 Democratic members of this committee when the law was enacted, all are hold-over members of the Senate, and 4 of them were opposed to the measure. If the Democratic Senate leadership names 8 of its members to this committee, the administration likely will insist upon 3 additional members who are sympathetic to the repeal of the Act.

On the Republican side of this committee, Senator Joe Ball was defeated and the top five Republican members include Senator Wayne Morse of Oregon, who left his party last year and voted to uphold the presidential veto of this Act.

The Committee in the House of Representatives which handles legislation affecting labor is known as the "Committee on Education and Labor." The ranking Democratic member of this committee in the present Congress is Mr. John Lesinski of Michigan, who fought hard against the enactment of this law. On the basis of seniority, he will become the chairman of this committee in the new Congress. The majority of his Democratic colleagues on this committee likewise fought against this measure and again it seems safe to assume that the new members to be added to the committee will be chosen from among those sympathetic to repeal. Democratic members will be in the majority on this committee likewise.

On the Republican side of the House committee, the chairman, Mr. Fred A. Hartley, Jr., was not a candidate for re-election. The second ranking Republican member, Mr. Gerald W. Landis of Indiana, was defeated, and the third ranking member, Mr. Clare E. Hoffman of Michigan, has indicated since the election that he no longer desires membership on this Committee.

(Continued Page 38)

Memo to: Thinking Men of Management



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EXECUTIVE VIEWS COMPANY'S MANAGEMENT CLUB ACTIVITY

"I Feel That There Can Be No Greater Gain Than A Steady Increase In The Comprehension Of All Members Of Management Of The NAF Code Of Ethics."

By Alva W. Phelps, President, The Oliver Corporation



MANAGEMENT men are familiar with the practice in modern industrial relations of relating productive jobs to total investment in a business in order to show workers how much money is invested, on an average, in each job. Most are agreed that this gives employees a graphic picture of the resources which enable them to put a certain agreed-upon amount of effort into tools and other facilities provided them which they could not themselves afford to buy and earn from this effort the highest wages ever paid anywhere on earth.

I should like to discuss this same concept from a different angle, one which has, I believe, received very little attention from management men at all levels. At the close of the 1947 fiscal year, The Oliver Corporation employed approximately 8,200 hourly paid workers. The company's excess of assets over liabilities at that time was approximately \$41,154,000. Simple division indicates an investment per hourly paid worker of a little more than \$5,100, a figure closely in line with that shown by many other and diverse industries. At the same time there were 530 men, the cream of our management group, holding memberships in the Oliver Management Clubs affiliated with The National Association of Foremen at our seven plants. By the same mathematics, each of these men was at that time manager of more than \$75,000 worth of the company's assets on an average.

The selection, training, and maintenance of effective relationships by general management with men who are charged with effective operation and utilization of such sums in company assets has a major bearing upon the success of a business. Top men in both plant and general office organizations are engaged in continuous research and active effort to improve our techniques and methods in this field, and over a period of time we feel that we have made considerable progress of benefit to both the company and the individual who is working his way up through the management levels.

Necessarily, however, this work proceeds along organizational lines. Training and management executives are receptive to, in fact seek, ideas and suggestions by which these activities may be improved, but, because of the continuous production demands upon plant management, much of the time available must be devoted to the solution of business at hand.

During the extraordinary stress of reconversion, retooling, and modernization after the war, it became finally evident that all of plant management's time, from manager to the newest shift foreman, would be required during working hours for spot operating problems and planning for highly visible requirements. No time at all was left for the interchange of ideas, discussion of new developments in production, engineering, personnel and other vital fields of management endeavor, and the purely social intercourse which men should have who work together in the same plant but may be half a mile or eight hours apart.

NAF at Oliver

Many members of this organization have been members of NAF city clubs for years. Perry Bolin, general foreman of sheet metal and forge at Oliver's Springfield, Ohio, plant is a pioneer member and has been a director of the Association for many years. I have been a member since 1934. It was not surprising, therefore, that under the circumstances there was a rising tide of interest throughout our organization in forming and securing NAF charters for plant clubs. With the fullest support of general management, this activity was undertaken early in 1946 under the direction of C. C. Drake, Director of Training and Safety for the company, and within a year's time all plants had active organizations comprising in each case more than 90 per cent of eligible people.

Under the direction of its elected officers, each club established its financial and operating policies within the framework of NAF policies as outlined and explained to them by representatives from national headquarters. Good speakers were secured, films and other features arranged which would help each member to the fullest realization of the NAF Code of Ethics. Committees were set up within the clubs to organ-



President Alva W. Phelps: "I have been a member since 1934."

ize what seemed to be desirable programs, and both the work of these committees and the response of the memberships have been excellent. Members have helped each other to a better understanding of their responsibilities and how to fill them. Time and effort have been reserved and invested in social activities.

Those who have organized and run the clubs during the past two years are enthusiastic without reservation. Most feel that time which had to be spent organizing their policies and activities can now be devoted to the activities themselves with even better results in stimulation of good industrial relations, morale, and interest in company affairs. All have benefited from the opportunities to know their fellow members of management better.

Advantages of NAF Club Activity

It is my opinion that club activities and the discussion and determination of policies have helped members to the realization that foremanship is truly a profession. Through his association with his club and NAF, each is entitled by payment of his dues to the advantages of education through exchange of ideas and other programs sponsored by his club. The club provides him with the same opportunity to broaden his field of knowledge, to know himself and his relationship to his profession better, and to advertise himself to the world as any other professional man seeks through his society.

I feel that there can be no greater gain than a steady increase in the comprehension of all members of management of the NAF Code of Ethics. The man who believes this code, and who believes in the seven principles upon which it is founded, whether he is shift foreman, plant manager, or president, will do a good job for himself, his fellow employees and members of management, and his company.



OVERTIME ON OVERTIME . . . A PROBLEM IN SCHEDULING

By A. S. Roberts

Secretary and Counsel
SKF Industries, Inc.



ALL of us who believe we are in the management group of industry, have our own particular tasks assigned to us. The tools for those tasks include material, machines and power. Technological improvements have contributed to our ever increasing productivity of this country and others.

In addition to these material developments, there is the tool of living together in the world, nation, state, community, personal family and business family. The industrial geniuses of the future shall be those who master and demonstrate the arts and sciences of industrial life.

The law of our land, whether it be the statutes or the decisions of our courts, is nothing more than a code of conduct, set up to protect and provide the things which we deem as non-destructive privileges, or those things best suited for the common welfare. As soon as an employee is hired, he is enmeshed in the labor laws.

I have reviewed the index of our federal statutes in an effort to get some idea of the numerical magnitude of those which directly touch and concern the code of conduct in industry. I have listed but a few of them, those which have the most direct bearing on all who are dealing with industrial relations. It is an impressive list:

The National Labor Relations Act, including the Wagner and Taft-Hartley Acts; The Fair Labor Standards Act, including Walsh-Healey and Davis-Bacon Acts; The Portal-to-Portal Act; The Anti-Trust laws, including the Sherman, Clayton and Norris-LaGuardia Acts; The Anti-Racketeering and Anti-Strike Breaking Acts; Railway Labor Act; Merchant Marine Act; War Labor Disputes Act; Wage Stabilization Laws; Social Security Act.

None of us can escape their impact, and those who hope to manage and direct in a responsible manner must be consciously aware of the policies which bring about these laws.

Overtime On Overtime—From Supreme Court Decision

I want to touch upon just one or two aspects of the law with which you have daily contact. The first is the fascinating subject of the "overtime on overtime" problems resulting from the Supreme Court decision in the New York Longshoremen's cases.

Popularly known as the "overtime on overtime" decision, the case arose under the Fair Labor Standards Act. This Statute has been the basis for seemingly interminable litigation. Section 7(a) calls for what is known commonly as time and one-half for overtime. It states:



Mr. Roberts advises: ". . . the wisest policy would be to follow one known to be safe from attack either by the administrator or the employees." Mr. Roberts recently discussed this problem before an NAF Convention sectional conference in Philadelphia.

"No employer shall . . . employ any of his employees . . .

(3) for a workweek longer than forty hours . . . unless such employee receives compensation . . . in excess of the hours above specified at a rate not less than one and one-half times the regular rate . . .".

Sounds as easy as this: An employee's rate is \$1.00 an hour. He works forty-eight (48) hours in the week so he gets \$1.50 an hour for the last eight (8) hours; a total for the week of \$52.00—\$40.00 for forty (40) hours plus \$12.00 for the last eight (8) hours.

Complications soon piled up. Years of litigation centering around this section were climaxed by the Supreme Court last June. It has been estimated that the potential liability in the stevedoring industry alone could be over \$300,000,000. It is reminiscent of the hue and cry over "walking time" caused by the Mt. Clemens Pottery case. The Portal-to-Portal Act, passed in 1947, is supposed to ease that situation. This very same law may alleviate some of the past "overtime on overtime" problems.

In the stevedoring business, the wages of stevedores have been bargained for many years by strong unions and equally strong employers. Different wage rates were set for different types of cargo loading. Ever since 1916 the rate for night work and holiday work has been higher than for similar daytime work by approxi-

mately 50%. In the contract before the court the "basic working day" was eight hours and the "basic working week" was forty-four hours. Straight time contract rates were paid for work during hours from 8:00 A.M. to noon and 1:00 P.M. to 5:00 P.M. Monday through Friday, and 8:00 A.M. to noon on Saturday. Work at all other hours was "considered overtime" and the "contract overtime" or differential was paid; work on holidays, Sundays and at specified meal hours was paid for at "contract overtime" rate. Any "overtime rate" payments were used to offset any extra pay for work in excess of the forty hours a week for a single employer. No matter when an employee did the required work, he could not get a higher rate for the hours worked in the week in excess of forty for one employer than one and a half (1½) times the day work rate. Joe working in the daytime hours, including Saturday morning, for forty-four hours got forty hours at his "straight time" dollar (\$1.00) rate plus four hours at the \$1.50 overtime rate. But Bill, at the night time rate of \$1.50, working his forty-four hours all at night, got just forty-four × \$1.50 but nothing more for the extra four hours. Bill sued for the extra, plus a like amount (under Section 16 (b)) as liquidated damages and a fee for his lawyer.

The Government, the Unions which made the contracts, other Unions, the National Association of Manufacturers and others joined in opposing the claims. The Administrator of the Wage and Hour Division believed the claims were proper, but filed no brief. In similar suits, many of us would not be so fortunate as to have the Government defray the expenses of the suit and pay any ultimate money judgment as in that case.

The lower court said the claims were not good. The Circuit Court of Appeals reversed the lower court and said they were good but should be considered in the light of the Portal-to-Portal Act. The Supreme Court, in a 5-3 decision, upheld the Circuit Court of Appeals to a very large extent. A petition for rehearing was filed. As a result of this decision, Administrator McComb issued his Press Release (P.R.-167), on September 14 past, postponing indefinitely his revised interpretations on overtime pay requirements. But he said that this postponement—

". . . does not create a good faith defense against employee suits which might be filed to recover overtime compensation for the period since the Supreme Court's decision . . .".

He had cancelled previous interpretations in June, immediately following the momentous decision. (See footnote at conclusion.)

Two Main Problems

The two largest problems are: (1) When must any "extra pay" be used in calculating the "regular rate" referred to in the law, and (2) when may any "extra pay" be said to be paid in satisfaction of the statutory time and one-half requirements. In other words, when does the extra 50c an hour enter into calculating Bill's regular rate and when can it be said that by paying the 50c extra the employer has satisfied the half-time premium required after forty hours of work. The Opinion of the

Pyramiding Of Overtime Under F.L.S.A. Is Potentially Costly — Safe Course Is Charted For Foremen And Personnel Managers.

court was predicated upon the following definitions:

"EXTRA PAY."—Any increased differential from a lower pay scale for work after a certain number of hours in a workday or workweek or for work at specified hours.

"OVERTIME PREMIUM"—Extra pay for work because of previous work for a specified number of hours in the workweek or workday whether the hours are specified by contract or statute.

"STATUTORY EXCESS COMPENSATION."—Additional compensation required to be paid by P 7(a), F.L.S.A.

"REGULAR RATE OF PAY."—Total compensation for hours worked during any workweek less overtime premium divided by total number of hours worked.

Many have voluntary practices or bargaining contracts which provide for "overtime" for hours worked over forty in the workweek, over eight in the workday or on Saturday, with double time for holidays and Sunday hours worked. It is usually stated that overtime shall be paid on one basis only and not pyramided. In many cases the regular workweek is defined as forty hours of eight hours a day, Monday through Friday.

All right, we have our tools, consisting of our practice, either voluntary or under a contract, together with the Supreme Court decision and the F.L.S.A. We want workers who are satisfied with their schedules of work and the propriety of their take-home pay; we also want to keep our company overtime costs as low as legally possible. We want to avoid expensive lawsuits. What can we do when the maintenance manager says he must have those new machines installed by next Monday morning. Work everybody Saturday until we get it done, from 7:00 in the morning until 3:00 in the afternoon and no lunch period, just eat at the bench. And if we don't get them installed, we'll work Sunday too. If you do it that way, you are in for a peck of trouble. You will probably get plenty of gripes from the workers, and it is almost a certainty that you'll get a grievance or two. You supervisors are in the position of having to see the problem, thinking out as many angles as possible, getting good advice if necessary, and reducing it to a minimum of risk.

Examples

Let's explore the problem a little. Let us assume that two maintenance crews in separate plants each have fifty-five hours of work scheduled for them for the workweek. On Monday morning the following two schedules for the week are posted in separate plants of the same company that has a union contract embodying the features mentioned before.

	A	Hours
Monday	7 A.M. to 6 P.M.	11
Tuesday	" "	11
Wednesday	" "	11
Thursday	" "	11
Friday	" "	11
Saturday	0	
Sunday	0	
Total		55

	B	Hours
Monday	7 A.M. to 3 P.M.	8
Tuesday	" "	8
Wednesday	" "	8
Thursday	" "	8
Friday	" "	8
Saturday	7 A.M. to 3 P.M.	8
Sunday	7 A.M. to 2 P.M.	7
Total		55

The hourly rate is \$1.00.

The cost to Department A for each employee would be $55 \text{ hours} \times \$1.00 + 15 \text{ hours} \times .50 = \62.50 . The extra pay is for working over eight hours in the day; that is, three extra hours for each of five days costs the department only $\$7.50$ extra. This satisfies the requirements of the Supreme Court decision.

Now take Department B. Remember, the contract says:

- (1) Time and one-half for over 40 in the week.
- (2) Time and one-half for Saturday work as such.
- (3) Double time for Sunday as such.

No special problem is posed with respect to Monday through Friday. Forty hours equals $\$40.00$. But how about Saturday? The employees will get $\$1.50$ an hour for each hour worked, but will the extra fifty cents be that extra pay required by the F.L.S.A.? Is there any requirement that an additional 75% over and above the $\$1.50$ an hour be paid for Saturday hours?

Saturday and Sunday Overtime

There is the immediate difficulty of determining whether the pay rate for the Saturday hours is "extra pay" for work on a specified day or whether it is pay for excessive hours worked in the workweek; the latter is a true "overtime premium" but the former is not. If it is the pay for the day as such, then the $\$1.50$ becomes the straight time rate, even though it also represents half again as much pay for the same work for one hour during a straight time day. It would have to be used for calculating the regular rate and no part of it could be used to offset what is required by the F.L.S.A. to be paid as an extra for the excessive hours over forty in the week.

The Supreme Court considered $\$1.50$ as the contract straight rate for Saturday work. The employee's "regular rate," on which overtime is based, is calculated as follows: $40 \text{ hrs.} \times \$1.00 + 8 \text{ hrs.} \times \1.50 divided by 48 hrs. ; that is, $\$52.00$ divided by 48 hrs. This average of straight time rates gives a "regular rate" of $\$1.0833$ per hour. But the employee has not received the excess compensation which the Supreme Court says is due for the eight hours over forty; so he must receive for each of the additional eight hours, one-half the regular rate or eight times $\$5.417$. This amounts to an additional $\$4.333$. And if an employee doesn't get it except by suing the employer, he may get another $\$4.333$, making it $\$8.67$ extra (plus costs and a counsel fee). In these Longshoremen's cases, the Supreme Court said there were no regular weekly working hours; hence, the extra pay was not for working outside any normal workweek but for disagreeable hours just like a night shift differential. The Wage and Hour Administrator has indicated, in some rather general language, that he would treat

the Saturday hours worked as excessive hours not "as such" hours if they normally fall outside regular weekly working hours. But this is not the safest course to follow. Following the schedule of Department A would be much safer if you can make the arrangements. Try to schedule employees so that their work will be for excessive hours in the week. Try not to schedule Bill if he was absent a few hours on Monday.

Let us come to the Sunday hours. The seven hours would call for double time of $\$14.00$ at contract rate. It is extremely hard to find any justification for concluding that the extra pay (the extra $\$1.00$ an hour) is not solely because of working on an undesirable day. The double premium, as distinguished from a half-time premium, is not correlated in any way with the excess compensation required by F.L.S.A. The pay must be included to get the regular rate.

In summary, therefore, weekly pay for each employee in Department B would be calculated in this manner:

Straight time rate Monday thru Friday	$\$40.$
Straight time rate Saturday	$12.$
Straight time rate Sunday	$14.$

Contract Straight time pay	$\$66$
65	
Regular rate	$=$
55	
40 hours at $\$1.20$ regular rate	$=$
15 hours at $\$1.20 \times 1\frac{1}{2}$	$=$
	$\$48.$
Total	$\$75.$

An additional $\$9.00$ would be due; if collected by suit, it may be doubled, plus costs and counsel fees.

The main theme for you to consider is: Schedule your work as far as it is possible so that extra pay is granted an employee because of hours previously worked in the day or in the week. Avoid, if you can, being pushed into granting Saturday work to an employee who has not worked his normal schedule due to absence during the week. Quite likely, careful wording of your union contract can overcome this difficulty. But be sure of what your contract says and means. And, to repeat, by all means adopt a consistent practice of working extra hours if any extra 50% pay differential is involved.

Congressional hearings have been held on possible modifications of the overtime statute aimed at setting to rest these many pay problems. Certainly it is the thinking of most businessmen and labor union leaders that there should be no legal requirements to pay employees more than one and a half times the normal rate for hours in excess of forty and that any extra pay which has at least a fifty per cent differential in it should be able to be used as an offset or credit against the differential required by the F.L.S.A. But until that time actually comes, the wisest policy would be to follow one known to be safe from attack either by the Administrator or the employees.

It might be added, parenthetically, that, at the time Mr. Roberts' article was prepared, the Wage and Hour Division of the United States Department of Labor had postponed indefinitely their enforcement of this decision. However, since then, the Court has refused a request from the Government to review its decision, and the Wage and Hour Division announced enforcement of this new policy effective on October 18, 1948.

TRAINING AS A PRODUCTION TOOL OF MANAGEMENT

"Acquiring Information Is One Thing But Skill In Using It Is Only Learned By Performance . . ."

By Channing R. Dooley, President and Director
Training Within Industry Foundation



THIS article is based on conceptions of things in pairs as supplementary to each other or as alternatives. In the first place, for the purposes of this discussion there are two groups of people in most organizations—the technical staff people and the operating line people. The first are very much concerned with methods. The second with use of methods. If anybody wants to make a confession, I'll join him in saying that I spent the first 25 years of my business life developing methods, working out through experience some things that have become accepted psychological truths. For example, we found in the Westinghouse shops that even employees ambitious enough to attend night school were not interested in learning how to do things, they wanted to do them. We had to completely reverse our process of training by giving young people jobs to do and showing them how at the same time, rather than showing them how and then telling them some day they would have opportunity to use the method. I was so wrapped up in methods that I forgot the stuff had to be sold in order to get it used. At one time there were 2000 employees studying various kinds of scientific methods without tying them into jobs at hand. Eventually this was changed considerably but the conflict between academic study of methods and their practical use continues.

On the other side of the picture are the operating people—not knowing very much about training or caring very much for it—but wanting to get things done. The problem is now how to get those two groups to work together. We in training have a dual responsibility. The line organization can get things done, and the staff people can show the best methods. I think we'll see that, while sometimes these groups step on each other's toes occasionally, they are not incompatible and that the secret in the end is to build around their cooperation, since either one by itself cannot do the whole job.

Knowledge vs. Skill

Let's carry this thinking on a little further applying it to the topic of training as a production tool of management. Besides the two groups of people there are two parts to the conception of what training is. I want to emphasize these particularly.

The two parts are: first, information, or *to know*; and second, skill, or *to do*. The same methods of instruction do not apply in both cases. It is a very different thing to know and understand an operation on one hand, and on the other to do it. So in setting up a training program or in thinking about training or education, keep this sharp distinction in mind when asking yourself—

what is my objective? What do I want to accomplish? Am I going to give some information to a certain group of people or give them help so they can become skillful in doing something? These are two very different objectives and we want to keep them separate. One is "method" and the other is "use." The best method in the world, on paper, isn't very much good if not used. On the other hand a very ordinary method, even a poor method, if backed up thoroughly and used by the management, will do pretty well. So let's try to keep a sharp line between the methods we are going to use, and the actual use of them in production. And remember that often staff people think that their plans and methods are being used in production but—well, ask the foremen.

Now there are two agencies—the training staff and the line organization. The training staff designs programs, sets up the philosophy and the details; but the line organization must use them—they're the only people who can use them. I sometimes think, if you want a single test of whether a training department is on the job (and this applies also to many other staff departments) a good test is, "Who is after whom?" Any time the safety man for example has to peddle his wares and continually urge foremen to use them he isn't doing a very good job; but if the line organization is always after the safety man to get his help, then things are going pretty well with safety. I'd suggest that if manufacturing and selling departments are constantly after the training man to help them out, to design some program, to give some ad-

vice on operating matters, to run some kind of a meeting, to help decide what to do or how to fit a program in—he's pretty good. But if he sits at home and figures something out on paper and says "This is good, you foremen ought to use it," then the line men say, "Uh, huh! well, we'll see about it," and they give little more than lip service. "Who is after whom" is really a good test of any staff service.

Education vs. Training

There are two approaches in what ever you want to do under the head of training or education. You know that your competitor has a big program and you think you ought to have one. On the other hand you see that some people are doing a pretty good job but they need certain things and you begin to figure out what ought to be done to meet their needs. In brief what kind of program of education and training should you have? There are two approaches you can make: First you can do the job yourself or second you can hire somebody to design what we might call a comprehensive educational program and put everything in it including the kitchen sink. For example a company—many of them during the war—hired a college professor to build a training program. It really was good education, it had everything. During the war there was a program for colleges to train safety engineers for war work. It was good—very complete. The first session or the first period covered the history and development of the safety movement. Excellent if you are going to train safety engineers; but the question could be raised, what use would the man in the machine shop have for a knowledge of toxic gases in coal mines, especially in time of war?

You'll have to make your choice as to whether you want a comprehensive educational approach to a plan which will do everybody some good or whether you want it tailor made to fit your specific requirements—your production problems.

Remember there are two approaches (1) looking for the things that are "nice to know" and (2) looking for what "will help" meet current problems and needs and increase production now. Where is production low? Where is scrap high? Where is rework high? Where are grievances high? Where is morale low? What can be done to reduce these production headaches through training?

Management Responsibility For Training

Now there are two philosophies with respect to these two approaches. The first is to send for an expert and the second is to do it yourself. I'll leave the first one to your imagination. It is subject-matter for another article. I'm proposing in this article that you do the job yourself, as a part of your



TWI Foundation's Dooley: "The problem today is how to convert that complete freedom of each employee to do as he pleases . . . into a guided helpfulness called required training, and still not cramp his essential freedom of choice."

management responsibility. I don't mean that you never want to send certain of your men to certain institutions to get certain things. Obviously, a young man in the Accounting Department can go to a local college and get material that will help him to become a C.P.A. and that goes for mathematics, chemistry, stenography, and a lot of other technical things. It will pay you to encourage this and pay some of the cost of books and tuition. But the kind of training we are talking about here is that which is used as a production tool and which the line organization must necessarily do itself. If delegated it does not get done.

Records vs. Results

There are two ways to keep records. One is the traditional classroom way of attendance, courses, enthusiasm. The training man tells the general manager of the plant, "We have 400 people enrolled in these meetings, attendance has been 98% all winter." That's fine.

But there is another kind of record which again ties in with these tools of production and that is the records that the Cost Department keeps. Production this week has gone up. Why? Well, it may be because a new machine tool was put into operation. We are not interested in that here. It might well be because the man had a round of instruction through some particular training program. If the production manager and the training man have cooperated to design a program to properly train the people to do this job—for example the Job Instruction program—and as a result you got them up to standard work in three days whereas it used to take three weeks, that ought to show in the cost records. If you can add in your cost accounting system some footnote or some reference mark which indicates the credit that should go to training for this increase in production it would be a real stimulus to supervision.

During the war the swing grind supervisors of a steel company were trained in Job Instruction and within a week the production increased so much that the general manager (who didn't know about this particular training) sent out to know "What's happened down there? How did this production increase come about?" Such instances made us realize that the setting-up of a training program should always start with the general manager of the shop, telling him what the program will do and making some arrangement with him to get his interest and understanding high enough to insist on records of production as evidence of good training.

So, instead of records of courses, attendance, and enthusiasm, let's put production increases due to training, into the cost accounting. The only excuse in the world for running any kind of a training program is whether it makes for better operation. It is true that some results are intangible—better spirit, better morale, better feeling—but a great deal can be just as tangible as \$1.02 and let's have it that way.

Analyzing Production Problems To Determine Training Needs

With these choices as background—whether the approach is to be on a problem basis or a comprehensive basis—whether to do the job yourself, that is, with your own staff, laying out the techniques and your line organization insisting that they be used, or to hire a

professional educator to do the job—it is time to decide how to lay out the problem. Well, I don't want to presume here to hand you a formula that's foolproof. Life just doesn't run that way. But the following approach, from our experience, has worked splendidly in most cases.

Step one—find out from the supervisors what the production problems are—scrap, rework, delayed shipments, broken tools, low production per man-hour, high cost, too many grievances carried to top officer, low general morale. What do the employees need so they won't make these mistakes? Where is the difficulty? What are the causes of these problems?

Step two—design a specific program to meet a specific need—put it through. (Finish it and quit. Then start on another program.) In short, design the program in the light of the performance of the people who do the work, as to what help they really need.

Step three—set up the procedure. If the difficulty is lack of information, if it's merely knowledge of figures, statistics, records, history materials, etc., then books or lectures will be good mediums of instruction. Information can be "sprayed on" very effectively by talking or acquired by reading. On the other hand the problem may be something that somebody has to do something about. If it has to do with setting-up a piece of work in a machine, adjusting the speeds, feeling the cutting edge of the tools and getting them just right, handling a personnel problem, simplifying the work set-up, etc., all the reading in the world won't help very much. Skill is required and skill comes only from practice. Several procedures may be needed which we will come to later. You set up your procedures and no one procedure will suit all situations. Different kinds of procedures are needed to meet different situations.

Step one, then, is to find the problem. Step two is to build the content out of performance needs of the men who are doing the work. Step three is to set up the procedures: meetings, talks, practice sessions, coaching sessions or what not.

Step four is for management to see that the company gets results.

How many training men have worked out a good program and then had difficulty getting it in operation? The boss may have said, "That's all right, go ahead with it." But it isn't yet knitted into his way of running the business. The problem then is, what must management do to make a training program go? I'd like to address the following to the managers:

"If this program is good—and if it isn't good you ought not to have it—but if it has been designed in the way I have indicated, it will be good—the management must be a part of it. They and the training men are a team. By management I mean the appropriate representative of management. Not necessarily the president, especially if his office is in a distant city and he is seldom at the plant. It might be the plant manager, a superintendent—whoever is responsible for production and has the authority—working along with the training man to set up this procedure. There comes a time often at the very start when management—and I mean top management—must adopt this program as one of its tools—not as something the training department wants done. It's management who wants it done. Management has

adopted it. It is one of a certain manager's tools, therefore he must participate in it if it is to go. It won't do for the management to say, to the training man, "That's fine, you go ahead and run it."

Management Participation

I was at a meeting not long ago in Elizabeth, New Jersey, where the Standard Oil Co. (N.J.) had brought in a number of men from the outlying districts and some foreign countries. They had arranged a two weeks' program for these people to learn about refining and to give them a kind of quick look at the Bayonne plant so they would know more about that phase of the business. The chairman of the board started the meeting. He spent the whole day with them. That was a tremendously important factor in the conference. Did you ever hear of a football coach who gathers the team in the fieldhouse and gives them a good drill and a good discussion of plays on the blackboard, and when he gets through explaining the tricks of the coming game, say, "Now you fellows go out on the field and practice; I've got some business downtown and will see you later." No, he doesn't do it that way. He goes out on the field with the men and gets right in the play and coaches them on the job. *Management must participate.* If you are using any of the T.W.I. programs, it will be one of the finest things in the world for a top manager to spend at least a few hours with each group and put on a demonstration, too. It's a pretty serious thing when a manager expects people down the line to use procedures that he doesn't use himself. A boss doesn't get very far if everybody else has to be in on time except himself. They may obey but they don't like it. We've all had experiences of that kind. So, whatever procedure is advisable for improving production through what we call the training program, it ought to be used in the boss's office as well as at the back end of the shop.

And the final thing that management must do is to demand results. If you have a machine shop that is well equipped with single post lathes and the engineering department works out a scheme that would increase production tremendously by putting in a couple of turret lathes, you approve the purchase of the machines and have them set up. After they are running, the expert from the lathe factory goes home, and the old operators may get back to their old habits and just use one post. How long would you let things run that way? It wouldn't be very long before somebody would be wanting to know about production out of those new lathes. So it should be with a training program. The manager should demand that his training program produce improved production results—and pretty quickly, too.

When a training man wants to get a real thrill out of his job he should experience the time when a plant manager or a foreman comes after him saying, "Here we want this" or "Can you do this tomorrow?" or "We of the line are going to use that program because this thing gets results." So, be glad when results are demanded. It is not only a phase of good management to demand results which managers do in everything else except personnel practice, but it is also the life blood of the personnel man, or the training

(Continued Page 30)

SELL THE EMPLOYEE ...AND SELL HIM NOW

"The Chasm Of Suspicion Can Be Bridged With Understanding. It Is Being Done In A Number of Companies Today."



AFTER 44 busy years in industry it's my opinion we ought to look at the industrial worker on our pay rolls through the same eyes as we look at a customer.

And not with any philanthropic motive either, for fair and considerate treatment of the employee in the long run results in higher quality work, more output, and greater reliability so far as those who buy our products are concerned. These are benefits which make the cash register tinkle, and spell security and progress alike to company and workers.

It is just sound business sense, as I see it, to sell the employee and sell him now!

What have we to sell him?

Some of the greatest products in the world—miraculous things which have brought to the American worker comforts and conveniences in greater abundance than the kings of yesteryear enjoyed. We can sell him on the American way of living and working, on his company, on the usefulness of his particular job, and on the share of the fruits of production that goes to him. The list is endless.

American industry has made possible the magical comforts and conveniences everyone freely enjoys today. Many of us have seen the marvelous benefits of the American industrial evolution developing through the years. The trading post became a super-market. The village smithy became a busy foundry. The carriage shop became a great automobile factory.

Industry is so constituted that the fruits of its production must be quickly shared with the public, for no company can long operate unless the public acquires the products it makes.

Yet despite the fact that industry has given Americans more food, clothing, more recreation and education, and greater freedom of employment, than can be found in any other country; industry gets little credit for its contributions. Politicians and labor leaders are hailed as the public benefactors. How can this unbelievable situation exist?

There is only one logical explanation—lack of understanding.

To bring understanding—to sell the employee the facts—is management's front-line responsibility.

Necessity for Faith . . . Confidence

One of the principal ingredients

By G. F. Ahlbrandt,
Management Consultant
Armco Steel Corporation

necessary to the success of any great accomplishment is faith . . . confidence. Too often under the industrial roof we find a chasm of suspicion between management and men that takes a heavy toll in lowered production, work stoppages or inferior work. It's management's job to find the causes and correct them just as it is management's responsibility to develop new products and processes and design new machines. When I say "management," I do not mean the president, vice president, general manager, or plant superintendent. I mean every member of the management family from the job foreman on up—YOU in other words.

The chasm of suspicion can be bridged with understanding. It is being done in a number of companies today. When the majority of an industrial organization has some understanding of the facts of economic life, particularly in connection with their own business, the path is smoother, and better cooperation is an inevitable result.

Some folks believe that while you may be able to create understanding in a small organization, you can't do it in a large company. It is true that size increases the difficulty of doing the job, but size alone is certainly not an insurmountable barrier.

The Armco Story

This is not merely a theoretical opinion on my part. In 1904, just out of college, I joined the Armco Steel Corporation in a minor capacity some three years after it began operations in Middletown.

Its working capital was scant, and it had the problem of breaking into the steel market against the strongest kind of competition. The chances of the company surviving were extremely slim. Everyone seemed to realize this except George M. Verity, our founder. He had supreme faith that no problem was insurmountable if everybody in the organization worked hard enough at finding a solution. Mr. Verity knew, in other words, that management's greatest tool is people. If he could get them to work with their hearts and minds, as well as their hands, corporate success would be an inevitable by-product. As president and founder, this was his chief, self-appointed task. He never ceased to work at it during his lifetime.

Looking backward in an attempt to analyze his philosophy, these are the principles Mr. Verity used as I see them:

First, he had a high respect for the other fellow, whether he was a sweeper



G. F. Ahlbrandt: "We can sell him (the employee) on the American way of living and working, on his company . . . on the share of the fruits of production that goes to him."

or a director of the company.

He recognized at all times the rights of others. More than that, he knew that in the heart of every man in the plant was the ambition to climb the ladder of opportunity.

He had faith that if employees were treated fairly and squarely, they would treat the company in the same manner, and a spirit of loyalty and cooperation would develop which would make it possible to accomplish unusual results.

Finally, he believed that employees should know the score at all times—should be familiar with the problems and accomplishments of the business.

It was my good fortune to see those principles take root and flourish. After nineteen years of operation under these principles, during which period our company had experienced floods, depressions, war and other disasters, yet continued to grow, Mr. Verity decided they had been truly tested in the crucible of experience. He felt they should appear in published form so all might see and know the policies of our company. In 1919, he wrote "Armco Policies" and in order that they might represent the official position of the company—not merely one man's philosophy—he presented them to the Board of Directors before publication. They were adopted by the Board, published, and distributed to all members of the organization on December 12 of that year.

To all members of the management team Armco policies represent a benchmark for supervision to follow in making the thousands of decisions in the course of a day's work. To the worker "Armco Policies" represent the kind of treatment they have a right to expect from management.

Of course, no one is perfect. We all make many mistakes. So it was provided that any worker not satisfied that

he had had fair treatment by his immediate superior had the right to take his case further up the line until, if necessary, he reached the president of the company.

Under these policies, the institution known as "Armco" grew from a weak sapling to a mighty oak. As I see it, our growth and progress was not due to the fact that Armco management and men were more brilliant than others in companies which have long since disappeared from the business horizon. We understood our problems better, so our teamwork was more effective.

Companies Inherit Character From Those Who Make The Policies

It has long been recognized that companies are like people. They inherit their character and personality from those who make their policies. What we sometimes overlook is that the same principle applies to departments as well. No matter how high and lofty

may be the ideals of top executive management, they are of no avail if not faithfully practiced by department foremen. The foreman-manager may not be able to make or influence company policy. But there is one thing he can do; that is, treat those who work with him with exactly the same fairness and consideration with which he would like top management to treat him.

The modern industrial organization today is just about as complex and intricate as a fine watch. If one little spring or gear gets out of whack, it doesn't work properly. It costs a lot of money, and it takes a specialist to keep it running right.

Not so many years ago, all a manager had to know was how to get out production. Then industry changed. Much of its hard, grueling labor was transferred from human backs to machines. These machines represented tremendous investments. As the investment per worker increased, the need for

better human relations became more apparent and exacting. The principles of management in 1900 are as out of date as the Wright Brothers' airplane. The manager of tomorrow will be, and must be, far more skilled in human relations than are we who are on management's team today. Otherwise we can't possibly expect to get the full economic value out of all the marvelous developments of science that have been placed at our command.

Now is the time to get ready for tomorrow.

The average workman is intelligent and fair-minded. Like you and I, there are many things he doesn't understand. Where lack of understanding exists, suspicion and distrust arise which daily affect workmanship and output, and may cause stoppages of production.

We can erase these intangible sources of industrial waste if we look at the employee as our customer, and sell him . . . sell him now . . . on his job, his company, and his country.



HOW TO PUT YOUR AUDIENCE TO SLEEP ... IN ONE EASY LESSON

By Harry Kingston, Speech Consultant

THIS article is not intended for the man who knows it all; nor is it designed for the executive who studied public speaking twenty years ago and has been putting

his audiences to sleep ever since. On the contrary, it is written for those up and coming executives who have yet to learn how to send an audience into deep slumber in the shortest space of time. Study these helpful tips and you too will learn how to bore your audience and deliver them into the arms of Morphewus. Here is an ideal short cut method to time wasting and ineffective speaking.

1. BE A HOLDER-ON. If there is a pulpit or microphone in front of you, grasp it tightly and hold on for dear life. This will show your audience how bravely you are trying to overcome your nervousness and prepare them for the worst.

2. BE A SWAYER. Sway back and forth like a twig in the breeze. For a few minutes, all eyes will follow you, until eventually they will become tired and close.

3. BE A DEAD PAN. If you are accustomed to smiling, forget about it on the platform. Remember you are here to impress people and the only way you can impress them is to act as dignified and formal as possible. So don't smile—don't use facial expressions. Be stiff and your audience will become that way too.

4. BE A READER. By all means, read your speech. This will give your voice a true monotone and steady pace. Furthermore when your audi-

ence discovers that your eyes are focused on your paper and not on them, they can comfortably enjoy a brief nap without fear of embarrassing you.

5. BE A COMEDIAN. Other speakers do it, why not you? If you know any stale jokes, use them. Despite the fact that only about 10 people in a 100 can tell a joke effectively, you may as well take a try at it. After all, you may be one of those 10.

6. BE AN ICE-WATER DRINKER. If it is hot in the auditorium, drink a tall refreshing glass of ice water in front of your audience. You may even utter a sigh of satisfaction after the liquid has passed down your esophagus. This will call the attention of your audience to the stifling heat and may tempt them to relax and fall asleep until you have concluded your talk, at which time, they will jump up abruptly from their seats and make a dash for the drinking fountain.

7. BE A MEMORIZER. Learn each word so thoroughly that when you stand up before your audience you become a human phonograph record, speaking words and ideas mechanically and according to plan. Your audience will be able to stand only so much of this and then heads will begin to nod. Continue this treatment until all eyes are eventually closed.

8. BE A WALKING ENCYCLOPEDIA. Give your audience a great many facts and statistics. It matters little whether they remember them but it stamps you as a person of great knowledge and one who knows how

to do research when called upon to do so. It may even put you in the same class with Aristotle, or better still, your university professor in whose lecture group you first learned how to overcome insomnia.

And so there you have it—8 simple rules which, if followed conscientiously will enable you to send your audience to sleep in a few minutes.

Next time you hear a speaker, watch him closely to see if he uses the above rules, and if he does, then be careful, because he may make you sleep your life away.

IT'S YOU

If you want to work for the kind of a firm
Like the kind of a firm you like,
You needn't slip your clothes in a grip
And start on a long, long hike.
You'll only find what you left behind,
For there's nothing that's really new.
It's a knock at yourself when you
knock your firm,
It isn't the firm—it's you.

Good firms are not made by men afraid
Lest someone gets ahead.
When everyone works and nobody
shirks,
You can raise a firm from the dead.
And while you make your personal
stake
Your neighbor can make one too,
Your firm will be what you want it to
be,

It isn't the firm—it's you.—
From "The BILCATU", News Sheet of
American Brass Co. Foremen's Club
(Buffalo Branch).

THE FOREMAN LOOKS AT SOCIAL SECURITY

By O. C. Pogge, Director
Bureau of Old-Age And Survivors
Insurance
Social Security Administration
Federal Security Agency



IN modern industry an understanding of human nature may be as important to the supervisor's job as familiarity with the technical phases of management and production. The successful foreman is both a technician and a practical expert in human relations. His training and experience qualify him to relate increased or decreased production to changes in employee morale. With an ear attuned to the needs and objectives of management, of which he is a part, he is also responsive to the legitimate desires and aspirations of the men he leads. As an "on-the-spot" arbitrator and interpreter of working rules he plays an important role in advancing common objectives of management and labor—industrial peace and high productivity.

Among the factors which go into the making of good personnel relations there is one which has assumed increased significance in recent years. It is the relationship between a growing sense of economic security on the part of workers and the easing of personnel problems. The employee who has a sense of economic security—not only for the immediate future but on a long-range basis—enjoys greater freedom from worry. This results in more efficient and safer work, less labor turnover and increased efficiency.

Farsighted employers who pioneered with pension and retirement programs for their employees understood the importance of long-range economic security to employee morale. In recent years this awareness has been shared by an increasing number of employers and supervisory staffs through their participation in the administration of the Social Security Act. Today, employees know that while they work they and their employers are jointly making some provision for the employees' old age and for their families in the event of death. Though social security cannot provide the complete answer to the problems of old age and family dependency when the breadwinner dies, it has given workers a greater sense of security.

Records of the Social Security Administration show many instances of employers and plant supervisors who have made social security a factor in the development of good personnel relations. In doing so they have benefited both workers and management. These activities have also contributed to efficient and economical administration of the Social Security Act.

Because employers and employees have a community of interest in old age and survivors insurance this program is a particularly good "talking point" in building on-the-job morale. Employers who pay half the cost of

old age and survivors insurance and do a large share of the record-keeping have a legitimate interest in stressing the significance of the program to workers, management and the community at large. On the other hand, employees who learn about their rights under social security from employers or foremen and receive concrete illustrations of management's cooperation in making the system work can be expected to appreciate the interest of their employers.

Suggestions For Foremen

The foreman who would like to make social security a factor in building good employee morale can do so by following a few simple suggestions:

1. *Help to develop employee understanding of their rights and obligations under the old age and survivors insurance provisions.*

Factual information on social security is important to workers and their families. Information may be presented in various ways, particularly through articles in house organs and other factory publications, bulletin board notices and by arranging plant or group meetings devoted to discussions of social security with the participation of the local representatives of the Social Security Administration. Many business establishments, large and small, have sponsored such meetings with gratifying results. Employees have found these meetings particularly helpful because of the opportunity given them to ask questions.

Local offices of the Social Security Administration are glad to cooperate with representatives of employers or editors of house organs in providing material or text for articles, explanatory statements or bulletin board notices.

2. *Help to reduce social security benefit losses suffered by retired employees and families of deceased workers.*

Many persons lose social security benefits to which they are entitled because they either fail to file claims or delay filing. Usually this is due to lack of information or misinformation. Two points to remember are that (1) old age and survivors insurance benefits are payable only if they are claimed; (2) under the law, back payments cannot be made for more than three months before the date of application. Educating workers and their families on these points is inherent in good administration of the Social Security Act. It is the duty of the Social Security Administration to see that people who are entitled to benefits know how to obtain them.

Employers and foremen can be especially helpful in this effort by arranging to refer families of deceased employees to the local social security office for a check on family benefits which may be due under the program.

Moreover, as the individual employee approaches age 65 the employer or foreman can suggest a visit to the local social security office regardless of whether immediate retirement is planned. There the employee can discuss with the social security representative his stake in the old age and survivors insurance program and, if he wishes, take steps to protect his benefit rights for the future if he is not yet ready to retire.

3. *Help to insure complete and accurate reporting of wages for social security purposes.*

Although the foreman usually does not prepare social security wage and tax reports, he can help to make sure that names and social security account numbers of employees are correctly reported to bookkeepers and payroll clerks. To avoid errors it is important to have the employee's name and account number copied exactly as they appear on the account card. This is particularly important in industries which employ extra help during peak periods or special seasons and in trades such as building construction where there is more turnover than in other industries.

By helping to insure correct reporting of names and social security account numbers, the foreman can take a practical step to insure that all benefits to which his men and their families may be entitled will be received. At the same time he can save his firm and the government time and money in subsequently correcting errors or omissions.

As is generally known, the Social Security Administration keeps a record of wages received by each employee in jobs covered by social security under his name and social security account number. Benefits payable to a worker or his dependents in the future are based on these records. To emphasize the importance of correct reporting of names and account numbers it is only necessary to mention that the wage records maintained by the Bureau of Old-Age and Survivors Insurance show there are 36 ways to spell the name "Baer"; 18 spellings of "Lehman"; 29 of "Snyder"; and 22 of "Bailey". Many other examples could be cited.

4. *Help to Safeguard Social Security Cards.*

Replacing lost or misplaced social security cards costs the government money and takes extra time of employees. The foreman can help by stressing to employees the importance of safeguarding their cards. One social security account number identifies a worker's wage record throughout his working life. If the employee keeps the card in a safe place there is less likelihood of loss. However, if a card is lost or accidentally destroyed the employee should apply for a duplicate card bearing the same number (not a

Federal Administrator Brings Foremen Up To Date On Important Aspects Of Federal Social Security Law.



O. C. Pogge in his Washington office.

new number). The social security card is needed at various times—if the employee should change his job or file a claim for unemployment compensation, when he applies for old age retirement benefits, or when his family files a claim for survivors insurance benefits.

The above suggestions point to ways of making social security a factor in good relations between management and employees. Local representatives of the Social Security Administration can suggest other techniques and devices. The important fact to remember is that these suggestions are designed to protect the rights and benefits of employees and their families. They are, therefore, morale-building in their very nature.

Misconceptions About The Program

Although old age and survivors insurance is now in its twelfth year of operation many of the basic facts about this program are still vague to the average person.

Many people, for example, confuse this contributory social insurance system with the Federal-State old age assistance program which provides monthly cash allowances for old people who lack means of support. Others think that the premiums paid by workers for old age and survivors insurance purposes are intended for unemployment benefits. There are many areas of confusion and misunderstanding in public thinking.

Briefly, here are a few salient facts about old age and survivors insurance: It is a federally operated program for wage earners in private industry and

commerce. This program provides regular monthly payments for insured workers and their families when the wage earner is old and stops work and for his family when he dies. In many respects this social security system works on the same principles as private insurance—the principle of sharing the cost and spreading the financial risk. But there are significant differences between social insurance and private insurance. One difference is that in old age and survivors insurance both the beneficiaries and the benefit amount are designated by law, thus insuring the maximum protection to the family and society as a whole.

Old age and survivors insurance is financed by employees and employers. The premiums deducted from the worker's pay are matched by his employer who forwards this money to the government every three months, together with social security wage reports. Benefits payable to workers and their families under this program come out of a special trust fund which is built up from the contributions of employees and employers.

As the name indicates, old age and survivors insurance is both a retirement program and a family insurance system. Monthly retirement benefits are payable to the wage earner when he is 65 or older and is not working in social security jobs, his wife when she is 65 and his unmarried dependent children under 18. Regular monthly payments are also made to families of deceased insured workers, no matter at what age the worker dies. For purposes of the law "survivors" are con-

sidered (1) the worker's unmarried dependent children under 18; (2) his widow at any age while she has children in her care, provided she has not remarried; (3) his widow at age 65 if she has not remarried; (4) his dependent parents, aged 65 or over if he leaves no widow or child who could ever become entitled to benefits.

To qualify for benefits the insured wage earner must have worked under the social security program long enough to meet requirements of the law and received enough wages during specified periods of time. A special feature of the law provides monthly payments to children under 18 and widows with such children in their care if the deceased wage earner worked in social security jobs roughly half the time during the last three years of his life.

In addition to monthly payments a lump-sum death benefit is payable in the case of an insured person when he leaves no survivors immediately eligible for monthly payments at the time of his death.

Benefits are calculated on the basis of a formula provided in the law. Only the first \$250 of the worker's average monthly wage is counted in calculating benefits. The attached table illustrating benefits on the basis of a \$250 average monthly wage will doubtless have special interest to foremen.

HOW SOCIAL SECURITY BENEFITS ARE CALCULATED

(Examples Based on Average Monthly Wage of \$250)

Example 1. Retired worker and wife
Assume worker's average monthly wage for 10 years is _____ \$250.00

Take	
40% of the first \$50	\$ 20.00
10% of the rest (\$200.00)	20.00
Worker's basic benefit is	40.00
1% of \$40 for each year (or 10%)	4.00
Worker's monthly benefit is	44.00
His wife's benefit (when she is 65) is $\frac{1}{2}$ of worker's	22.00
Together the worker and wife get	\$ 66.00

Survivors of Insured Worker Who Dies
Example 2. Widow at age 65
Her benefit is $\frac{3}{4}$ of the worker's benefit.

$\frac{3}{4}$ of \$44.00 is	\$ 33.00
Example 3. Widow with one child under 18	
Widow's benefit is $\frac{3}{4}$ of \$44.00	33.00
Child's benefit is $\frac{1}{2}$ of \$44.00	22.00

Together the widow and child get

55.00

Note: Total monthly benefits payable on one worker's account may not be less than \$10, nor more than twice the primary benefit or 80 percent of the worker's "average monthly wage" or \$85, whichever is the least.

A worker's retirement benefit and the benefits of his wife and children are suspended for any month during which he earns more than \$14.99 in covered employment. The retired worker may, however, go on and off the benefit rolls from time to time if he finds it desirable to go back to work periodically or occasionally. While working on a job not covered by social security or operating his own business the retired beneficiary may continue to receive monthly payments regardless of his earnings.

The right of appeal is guaranteed

(Continued Page 40)



Fact and Opinion

By the Editor

Christmas in your editor's office is going to be swell. We've opened several "packages" already and guess what? W. J. "Bill" Mowery, a plant foreman at Columbus Auto Parts Company will do several short articles a year for us from the foreman viewpoint; he will try his hand as a contributing editor for MANAGE. Thanks, Bill; and thanks to Columbus Auto Parts Company which is in there pitching for better management in industry. Bill keeps his stuff in "work clothes" and holds to specifics. That's the way we want it, Bill—none of this professional hack writing that never saw the inside of a shop or locker room. We'd been plenty worried up to now with all the "brass" in our contributing editors group and the men in the plants holding back. Now we'd like to bring up another chair or two soon for more foremen in this set-up—any suggestions?

A second "package" gave us another whale of a lift. It was tied to the tail end of a letter from Byron Parke, news editor for The National Works Foremen's Club of U. S. Steel's National Tube Company at McKeesport, Pa. After passing on to us an "okay" on MANAGE from their management group, he added: ". . . and assuring you we will get on the ball—particularly with respect to the *Foremen's Round Table* before too long. . ." That's the kind of pitching which makes the old Christmas tree sparkle all over the Dayton office. Maybe they'll be in with some positive proof in time to hang the real thing on the tree.

From the West Coast comes a hurried note from our up-and-doing Regional Manager Roy Bell—and with it is one of those magic gadgets like the collapsible toppers which magicians pull rabbits out of. We've hung it on the tree and are looking forward to the day when it begins to perform. Roy says it is supposed to produce some West Coast ads for MANAGE. Thanks to you, NAF directors on the West Coast.

"If we were foremen, here is the way we would talk to one of our men who was building up sympathy for new wage demands." Thus our contributing editors Clark and Rimanczky of the down-to-earth American Man-

agement Foundation, place useful economic tools in the hands of the men who are in the best position to use them—in their recent handy pocket volume "What Every Foreman Should Know".

We are glad to receive word from The Axle Club of the Timken-Detroit Axle Company that their executive management has just presented each management club member with a copy of this helpful material. The book can also be obtained from the NAF Library. A condensation of the material from this book was published in our November number in connection with the sectional conference led by these men at the NAF Convention.

READER'S DIGEST (October 1948) briefs another "primer to combat economic illiteracy" by Clark and Rimanczky: "How We Live". This also is available from the NAF Library.

Thousands of Americans with a broader educational background than the average foreman are tragically confused about the basic workings of our complex system—could profitably study these simplified approaches. We are asking our foremen to undertake the responsibilities of management leadership more positively—let's see that they have the essential tools.

We recommend these books for conference study in NAF clubs across the country. That done, use the information with the men in the shop departments. It's time the 40,000 NAF men show industry and America that so far as our competitive system is concerned, we have just begun to fight. We call for reports from all NAF Clubs on what is on their agendas or "in process":

- (1) To provide their members with usable data which clarifies our economic ABCs.
- (2) On how their members are using such information with the men in their departments.

Let's stop kidding ourselves—in leadership of this type there are those in industry's shop departments who are running circles around our department heads. Who's fault is it?

Jobs are created by production and distribution of goods and services undertaken in anticipation of a profit. First, as the Committee for Economic Development points out, someone must have an idea for a product or service for which others are able and willing to pay. The idea is only the beginning. It must be backed by savings and credit and translated into action before it becomes the source of jobs.

In a modern industrial economy, the

creation of jobs demands the risk of increasing amounts of capital to provide the machines and horsepower on which productive efficiency and high living standards largely depend. While the amount of investment required per employee in trade and services is smaller than in most manufacturing, it also has increased steadily as a result of competitive pressures that call for larger outlays for store fixtures, mechanical equipment and modern business aids.

These investments must run the gauntlet of the market. Some will prove profitable, some unprofitable; and much new, as well as old, investment will be lost in the process. Unless there is a chance for a profit in proportion to the risks undertaken, new risks will not be assumed, new production plans will not be put into practice, new jobs will not be born.

In a free society, no rival has been found in peacetime for the profit motive as a dynamic agent. The profit motive enlists the ingenuity of millions of people in the search for products and services for which customers will part with their dollars. No other incentive has been so successful in stimulating the inventiveness and resourcefulness of so many people. A reasonable hope for profit is essential to healthy and vigorous free enterprise—the most promising basis for the creation of abundant and varied opportunities in productive jobs.

Understanding management objectives is vitally important if NAF management men are going to carry the ball in leadership, as American Industry hopes they will. We are proud to present below the text of a letter by A. J. LaFrance, president of United Air Lines Supervisors Club at Los Angeles to that club's members. A lot of foremen and executives who have read it say "Art" has the right slant. We agree.

"On behalf of Mr. Clarence Lees, your official delegate to the NAF Convention and myself, I would like to express my sincere appreciation for the opportunity we had in attending and participating in the activities of the



All I want to know is what gave you the idea I wanted a baby sister last Christmas?
Robbie Robinson

Denver meeting and at the convention in Philadelphia in September.

"Those present at the meeting on October 6 heard us tell about some of the activities that took place. For the benefit of those who were not present, I would like to express my thoughts about our association with the NAF.

"I feel very strongly that as long as we can associate ourselves with a national organization such as the NAF, we can maintain the prestige we need to bolster our selfish ego. Make no mistake about it, we like to be recognized. Our association with people, other than in our own little group, can and will afford ample opportunity for a liberal education, not only academically but especially through our mutual exchange of ideas. The NAF as a national organization is a fine representative body of supervisors in industry. By this I mean that the men who comprise the whole group are men like you and me. These are the men who make up our local and national organization. Fellows like you and me planned the convention, executed these plans and enjoyed the results immensely.

The time, effort and energy expended by the numerous directors and NAF officials cannot be measured in dollars and cents alone. Certainly the men can be justly proud of their job performance. Remember none of these men came from top management, yet executive abilities far greater than their job demanded were constantly being directed toward a common goal—Greater Knowledge and Experience! A number of these men will someday be top executives. You might say that they had it in them all the time. Sure they did, but a lot of them never suspected that they were capable until something like this came along.

"We have the same potential in our local club where men can learn to do some of the things that will give them the experience and confidence that is necessary to build incentive to tackle almost anything in the field of production and organization. We have the assurance of President Patterson and Mr. Aherns that they are whole heartedly behind the supervisors clubs. They have demonstrated their support.

"As a result of the fine cooperation from all of the members and the fine support from top management, you can be sure Clarence Lees and myself are justly proud of being members of United's family.

"Thanks fellows, I hope that you will be the one to go next time."

A. J. LaFrance
President

Our American Flag is displayed at many management club meetings, but there are many others where it is not in evidence. Recently these omissions have been the subject of comment by guests. We urge the proper display of the flag at all regular meetings and on other proper occasions. Action toward this objective might form the basis of a New Year's resolution by boards of control. Then someone should be as-

signed this particular responsibility. Following are several "don'ts" in displaying the flag.

1. Do not dip the flag of the United States to any person or any thing. The regimental color, State flag, organization or institutional flag, will render this honor. At sea the flag may be dipped in acknowledgement of the salute of the flag of another nation.

2. Do not display the flag of the United States with the Union down except as a signal of distress.

3. Do not place any other flag or pennant above or to the right of the flag of the United States.

4. Do not let the flag of the United States touch the ground or trail in the water.

5. Do not place any object or emblem of any kind on or above the flag of the United States.

6. Do not use the flag as drapery; use bunting.

7. Do not fasten the flag in such manner as will permit it to be easily torn.

8. Do not drape the flag over the hood, top or sides of a vehicle or of a railroad train or boat. If it is desired to display the flag on a motor car affix the staff firmly to the chassis or clamp it to the radiator cap.

9. Do not use the flag to cover a speaker's desk or to drape over front of a platform or over chairs or benches.

10. Do not display the flag on a float in a parade except on a staff.

11. Do not use the flag as a ceiling covering.

12. Do not use the flag of the United States as a portion of a costume or of an athletic uniform. Do not embroider it upon cushions or handkerchiefs or print it on paper napkins or boxes.

13. Do not put lettering upon the flag.

14. Do not use the flag of the United States in any form of advertising nor fasten an advertising sign to a flagpole.

15. Do not display, use or store the flag in such a manner as will permit it to be easily soiled or damaged.

The Louisville Management Clubs recently arranged two radio broadcasts through The Louisville Speakers Forum to broaden public interest in their Fourth Annual Conference. Both were panel discussions and from the scripts sent us by our good friend Bill Walker, production manager of General Box Company and NAF director, the radio audience should now have a more positive idea of the objectives and activities of management clubs and the NAF.

One panel was participated in by Russell Lund, plant superintendent of National Carbide Corporation and NAF director; Lawrence Porterfield, assistant plant superintendent, American Air Filter Company and a director of Louisville Area Foremen's Association; and Thomas Hand, Research Department head of Corhart Refractories

Company and president of the local foremen's association. Participating in the other panel were Messrs. Walker and Hand and Hans Bruhn, plant superintendent, Corhart Refractories Company and a director and vice-president of the NAF.

"We, the readers"



Editor:

Our members have within the past several days received their November issue of MANAGE. Nothing but praise has been heard for this splendid magazine. Proceedings of the Silver Anniversary Convention were of particular importance.

With kindest regards and assuring you will get on the ball—particularly with respect to the "Foremen's Round Table" before too long.

Byron L. Parke
National Works Foremen's Club
McKeesport, Pa.

We'll know you boys mean it when we get that "stuff" for the Round Table.

Editor:

Hearty congratulations on the first issue of MANAGE! The high standard which you have set in this first issue with articles by such men as Fred Clark and William B. Given, Jr., indicates that management now has a new major resource at its command.

The magazine is gotten up so that it holds attention through its many pictures and attractive lay-out. Cordial best wishes to you!

William F. Meyer, Executive Secretary
National Council of Industrial Management Clubs (Y.M.C.A.)

Editor:

Please accept my hearty congratulations on a production job well done, that of turning out such an outstanding publication as MANAGE Magazine. I have received two issues, have read every word once and am well on my way through some of the articles a second time.

I cannot understand how any thinking man can help but be inspired, riled up or fighting mad when he reads some of the facts revealed by such writers as Fred Maytag, C. M. White, and Gordon L. Hostetter. There once was a time when men of our country would be thrown into action at the mere threat to their prized liberty, but it appears more and more that most of us, because we are doing well, are comfortable in our modern homes and

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DEVELOPING MANAGERS... *Grow or "go".*

"No great job was ever accomplished without cooperation . . . there is no cooperation unless it is built around understanding . . . you gain confidence by sharing confidence . . ."

—C. R. Hook

"When the boss asks you what you think about a matter, tell him what you think, and not what you think he thinks."



By
"Bill" Levy
NAF
Director
of
Education

A MEETING . . . IN DAYTON . . . CHANGES . . . MEN'S ATTITUDES (The Management Unity Seminar)

(Up to now.) In previous issues we presented that which took place during the first three days of the week-long NAF Seminar, using the thoughts and expressed feelings of the participants. Al Brown, maintenance foreman, and Fred Stone, electrical foreman, from Detroit, our principal characters, have been alternately antagonistic, puzzled, peeved and curious. Because of past personal experiences they have been carrying an "edge" for each other which crops up on a number of occasions. For three days the participants have taken part in a program built around factual presentations of business principles, human relations and the NAF story. The Seminar continues.

Thursday morning at the start of the first session you can sense a change in the men as they assemble in the conference room. They're relaxed, kidding, joking and comparing notes on little

things they did last night when they got back to town. One fellow missed the trip because he had made plans to meet a friend and some of the fellows are telling him what he missed. Personalities seem to be fusing into a group feeling and we're beginning to see men look upon each other as men first and titles and companies last. What was it Will Rogers said? "I never met an S.O.B. who was an S.O.B. after I met him."

Al and Fred have mixed pretty well with the Seminar gang but there is still something of a tense atmosphere between them which can be noticed in the furtive glances they cast at each other when they think the other fellow isn't looking.

The morning session is devoted to "diagnosing and solving management problems in human relations" particularly as related to club organization, club morale and club functions. Jack, Jim and John, our panel members, are widely different in personality but have a common bond in the understanding and clear-cut expression of management problems. The question is posed to one of them. "How do you discover the conditions which bring about problems in the company and the club and how do you discover the personnel that create the problems which prevent successful club operation?" This brings on additional discussion and questions from the group and they jump in feet first. The gang discloses that some of the forces causing management difficulties and preventing unity are:

1. Clogged pipelines in management prevent effective communication
2. Misunderstanding
3. Pressure mindedness
4. Out moded traditions of the company
5. Flaws in administrative set-up

One of the panel members points out that the same problems that cause difficulties in management are those which we found in the "sick" clubs.

The discussion veers to solving human relations problems because for the first time some of the men are literally cracking open and are anxious to get down to "bed-rock" problems

and their solution. Examples and cases come from the group and one of the panel members points out that whereas, in solving or correcting problems, most plants think of changes of organizational set-up, or put their faith in training, we find that the first and most effective means NAF has discovered for dissolving friction and setting up a base on which training or other means can be more effective, is the management club embodying all levels of management.

The discussion continues and some of the suggestions listed for solving human relations problems are:

1. Change organizational set-up
2. Committees
3. Training
4. Correct static problems
5. Wages and salary
6. Counselors
7. Club

The morning has passed very rapidly and enthusiasm is growing, based on the possibilities unfolded for the men that can be realized through voluntary cooperation in unity and management. During the lunch hour the fellows discussed the evening's plans which include a dinner and a bull session in Russ' room. They talk with each other as though they are all friends of long standing.

The afternoon program features case studies that are actual situations taken from around the country by the panel members and some that have been presented to the staff members in the individual conferences earlier in the week. Here are a few typical examples:

- Top management likes the idea of an NAF club. The foremen like it. The superintendent is only partially sold and won't go along unless he can run the show. The foremen won't stand for this set-up. One reason they want the club is to get around the "superintendent's" ideas. What is the approach for us?
- Company is paternalistic. President thinks he believes in NAF and wants club. Wants to force NAF on foremen and wants to do everything himself, including appointment of first chairman.
- Industrial relations director appears to be in favor of NAF club but actually only verbalizes. In reality he is opposed to NAF philosophy of unity in management.

Some of the men linger awhile after the regular afternoon program is over in order to continue questions with the panel members. Most of them leave soon after to get ready for the night's session.

Fred comes over to the Green Room in the hotel in which the dinner meeting is scheduled, listens to Jim kidding the hat check girl and joins a group of the fellows who are singing somewhat off key while Earl accompanies them on the piano.

The men file in between 6:30 and 7:00 and break into small groups carrying on light talk. At the request of the toastmaster they take their seats at a

large table and order a cocktail. When they are comfortably seated they all snap to attention as an attractive young lady enters the room and starts playing the accordion. Al who is sitting across the table from Jim speaks in his usual undertone which can be heard at the other end of the room, saying "Beat your heart out." The others join in ribbing Jim who is constantly the target. The music continues to the strain of "Her Bathing Suit Never Got Wet" and everyone is getting a big kick out of it. The accordionist approaches one of the sedate gentlemen and to his embarrassment but to the delight of the group pleads with him to give her a break and "Hold Me." She is given a big hand at the conclusion of her specialty number and the men settle down to working on generous portions of roast prime rib of beef. There is a lull in general conversation except for necessary comments: such as, pass the sugar, rolls, etc.

After the second cup of coffee the toastmaster takes over again and an impromptu program featuring the men themselves follows. They are amazed at the talent which some of the men have and a warm glow is developing in the atmosphere. A quartet made up of four foremen from Dayton has the group applauding and whistling after the first number. They prove even better as they go along and are called back again and again.

The festivities drawing to a close the toastmaster turns the meeting over to an NAF representative who makes a few remarks and then prepares a simple yet effective ceremony that is etched deeply in the minds of all who are present. Darkness covers the room and three pins points of candle flame appear while a voice intones "unity in management." The voices of the four foremen carry across the room with a melodic, faithful and dramatic interpretation of "The Lord's Prayer." As the last notes fade away an intense quiet seems to cut the atmosphere. There is no applause. The group seems spellbound. The lights go on. The meeting is adjourned but most of the men still stay where they are for a few minutes and then you hear, "Man, that was terrific." . . . "Doesn't it get you" . . . and they unanimously agree that it was an exceptional evening. About half of them go over to another hotel where Russ is staying and congregate in his room. We'll be back there later to see what's going on.

Al and Fred don't go over to Russ' room with the rest of the gang but stop at the Crystal Slipper with several of the fellows to have a drink and "shoot the breeze." A staff man is along at their invitation and everyone enjoys the small talk that comes out of good company. After a few drinks a couple of the fellows take off for the Idle Hour and several excuse themselves so that they can do a little more work on the Friday assignment. The NAF staff man, Al, and Fred are the last to leave.

"I hate to break away," says the NAF man, "but I haven't been home any

night this week and the family is beginning to ride me."

"Good night, fellow," Al and Fred say simultaneously; "we'll see you in the morning."

Al and Fred are alone and voluntarily together. They're a trifle uncomfortable because this situation hasn't existed for them for a good many years, except as they had to work with one another in the shop.

Fred starts the conversation. "That was quite a show tonight, wasn't it?"

"Yes, it kind a gets you and makes you think."

"Al, I think the guys here have given us a square deal since the first day and I kind a feel like I want to carry out my part of the program. Monday night the fellow who just left us asked me whether I wanted to present our problem on Friday and I told him I didn't know because it involved working with you on it. I'm willing to forget my personal feelings if we can work out something to help the fellows and company back home. How about it?"

"I'm glad you said that, Fred, be-

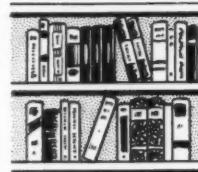
cause I have been thinking the same thing but have been too damn bull-headed to make the first break. I like these guys. They're okay. They give you the facts and don't try to pressure you into anything. Hell, we have a lot of work to do. What are we fooling around here for? Let's go up to Russ' room and get an ear full and then get together to set up our presentation for tomorrow. How about breakfast together at 7:30 in the morning so we can go over our notes and get to the Seminar before the rest of the guys? That way we can make sure we're scheduled to appear early on the program."

"Suits me to a T," says Fred.

They walk together to the hotel where the fellows are staying, take the elevator to the 7th floor, go down the hall to Russ' room and knock on the door. "Come in—it's open."

(TO BE CONTINUED)

(Next month we'll give you a ringside seat at a bull session centered around the problems and feelings of the Seminar participants.)



How To Be Popular Though Conservative

H-270
by Fred G. Clark and Richard S. Rimanoczy

This book is written for all Americans. It deals with the fundamentals of our social, political and economic life, and the things that lie at the roots of this republic. It deals with honor, integrity, reliability and thrift, and other old-fashioned virtues.

Improving Supervision

D-261
by Frank Cushman and Robert W. Cushman

This book is intended primarily for foremen and supervisors to read and study. It is especially designed for "follow-up reading" in connection with foreman and supervisor training programs in every type of industry and business. Since the book deals with "human engineering," it will also interest employers, personnel managers, and training directors.

Industrial Psychology, Second Edition

C-262

by Joseph Tiffin

The major purpose of the revision has been made to include the extensive new material as a result of the growth of interest in the field of industrial psychology. This revision covers dealing with interviews and related employment procedures, the other with wages and job evaluation.

Job Evaluation

P-268

by Jay L. Otis and Richard H. Leukart

Such a book makes it unnecessary for business executives, their employees, and union representatives to rely on their individual abilities to distill out of the many separate sources an understanding of the essence of sound wage and salary administration and its techniques.

Money

H-273

by Fred G. Clark and Richard Stanton Rimanoczy

A primer for all ages revealing the facts concerning inflation, cost of living, and that illusive condition known as prosperity.

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Captain E. V.
"Eddie" Rickenbacker.

RICKENBACKER... AMERICAN MADE... AND IN THERE PITCHING FOR SAME

AS a boy living in Columbus, Ohio before World War I, your editor used to climb any handy telegraph pole outside the old Columbus (Ohio) Driving Park and watch the boy Rickenbacker pilot racing cars.

As he grew older he ate up accounts of young Rickenbacker's daring aerial warfare in the first World War, as did all America.

Years later when "Eddie" was twice thought lost in separate air crashes, he like millions of others held his breath every time another news flash came in. Remember those weeks when he was lost in the Pacific during the last war?

The indomitable Rickenbacker is still very much with us—and exemplifies that "do or die" spirit which has made America a great country.

During 1949, Captain "Eddie" is going to give us his thinking in the form of brevities in a special monthly column for MANAGE—about our freedom here in America and what it means to us (as we announced last month). While we know that practically everyone in the nation is more or less familiar with his life story, we felt our readers might wish to refresh their memories as to his biography. We give it here in considerable detail because every citizen of us should have it well in mind.

Edward Vernon Rickenbacker was born at Columbus, Ohio, October 8, 1890. Studied mechanical engineering and drafting with I. C. S. Received early automobile engineering training with Frayer-Miller Air-Cooled Car Company in Columbus. Branched from engineering into sales division. Engaged in automobile racing from 1910 to 1917 and was associated with Firestone, Dusenberg, Mercer Company, Maxwell Motor Car Company and Peugeot Motor Company, Paris, France. In 1917, he contracted to prepare a racing team for the Sunbeam Motor Company of England, and was in England when war was declared by the United States, which resulted in negotiations being terminated.

On May 25, 1917, enlisted as Sergeant in U. S. Army, and on arrival in France was assigned as one of General Pershing's staff drivers. Transferred to Air Corps on August 25, and sent to Tours, France, for preliminary training. Later transferred to Issoudun Aviation School with rank of Lieutenant, and appointed Chief Engineering Officer. In March, 1918, transferred to active duty with 94th Aero Squadron, and in September, 1918, was promoted to Commander of 94th with rank of Captain. At end of war, returned to United States as America's Ace of Aces,

being credited with 26 victories. Honors received: Croix de Guerre with 4 palms; Legion of Honor Medal; D. S. C. with 9 oak leaves; Congressional Medal of Honor.

On his return to the United States, joined automobile industry again, and became associated with Rickenbacker Motor Company as vice president and director of sales. Joined Cadillac Motor Car Company as assistant sales manager in charge of La Salle Division, January 1, 1928. Transferred by General Motors from Cadillac to General Aviation Manufacturing Corporation as vice president, director of sales, July 1, 1929. Joined Aviation Corporation as vice president of American Airways on March 29, 1932. On June 1, 1933, became associated with North American Aviation, Inc., as vice president, and appointed general manager of Eastern Air Lines on January 1, 1935. In April, 1938, Eastern Air Lines became a separate entity, North American Aviation having sold their interest, at which time E. V. Rickenbacker became president and general manager, which position he still holds, as well as being a director.

Other affiliations include: director, Foremost Dairies, Inc., Jacksonville, Florida; president, Army Air Forces Aid Society, Washington, D. C.

Author of "Fighting the Flying Circus" and "Seven Came Through."

Degrees received include: Doctor of Aeronautical Science, Pennsylvania Military College, June 7, 1938; Doctor of Aeronautical Science, John Brown University, Siloam Springs, Arkansas, May 24, 1940; Doctor of Science in Aviation, The University of Miami, Coral Gables, Florida, May 26, 1941; Doctor of Science, The University of Tampa, Tampa, Florida, June 9, 1942; Doctor of Humane Letters, University Foundation and American Theological Seminary, Wilmington, Delaware, June 25, 1943; Doctor of Science, Westminster College, New Wilmington, Pennsylvania, May 20, 1944; Doctor of Laws, Oklahoma City University, February 18, 1944; Doctor of Laws, Capital University, Columbus, Ohio, July 31, 1945; American Educational Award for 1943, Associated Exhibitors of the National Education Association, February 29, 1944; Awarded Silver Buffalo, Highest Award of Boy Scouts of America, May 17, 1944; Doctor of Engineering, Lehigh University, Bethlehem, Pennsylvania, February 1, 1948.

World War II Activities — Contacted all Air Corps combat groups in United States, and undertook special missions for Secretary of War Henry L. Stimson as follows: (1) To England. (2) To South Pacific. (3) To North Africa, Iran, India, China, Russia, England, Iceland and Greenland. (4) To the Aleutians. For these activities was awarded the Medal of Merit.

"What makes your next-door neighbor so unpopular?"

"He's fixed his lawn-mower so you have to drop a nickel in the slot to make it go." —Partners.

THE GRAYSON STORY

By Joe McMillan

States, in, and backer ent and ac M sales e Divi carried by to Gen corpora of sales, corpora Air June 1, North pres manager January 1, fir Lines Amer inter unbacker al man holds, as director, sonville, Forces ing Cir- gh." Doctor of Pennsylvania; Doctor Brown Arkansas, in Avi- ni, Coral ; Doctor Tampa, Doctor of Foundation Seminary, 25, 1943; Peter Col- Pennsylvania, Okla- January 18, Univer- 31, 1945; for 1943, National January 29, , Highest America, May 19, Lehigh Pennsylvania, — Con- groups in k special Henry L. England. To North Russia, Eng- (4) To vities was or neigh- er so you the slot to MANAGE

THIS is a success story. A narrative of mass success through understanding. Of achievement through recognition. Of a great stride in raising foremanship to the dignity of a profession. It is a word picture of NAF cohesion and foresight. "This is the Grayson Story."

The Grayson narrative is the age old story of progress and growth. It is like a Lincoln saga. From a small garage, this typical American business has grown to be one of the largest of the world's producers of thermostatic control devices.

When in 1937 a new management took over the reigns of this growing enterprise, it was obvious that newer and more modern procedure would be necessary to utilize the full production capacity required to satisfy customer demand.

Unfortunately, along came conversion from peace to war with the resultant government controls of personnel and materials. This undesirable condition naturally delayed the plans of the new management to correlate the working forces.

As a definite result of this delay and the economic confusion that came with the end of hostilities, a certain element inimicable to the American free enterprise system gained a stranglehold on the plant employees, and early in 1946 a major strike, disastrous to both company and employees was called.

The lower and middle levels of management had previously not known the complete confidence of top management, primarily because war time conditions made this understanding impossible of prompt implementation.

So great had been the breach between management personnel that some foremen were reluctant to take sides with the Company, even though they felt that the demands on the Company were unjust and impossible.

Tom Arden and J. E. O'Hagan, realizing that the reluctance of some foremen to cooperate was due entirely to ignorance of the true facts and to a lack of management cohesion, called a meeting and presented the picture of the conditions which existed. It was decided that foremen would utilize their time in adding important pages to their supervisory skill book.

Nearly three months of daily instructions and leadership conferences were consumed during the strike period. In this time, foremen received extensive courses in time and motion study, job evaluation, cost accounting, public speaking, safety, labor relations, management, and statistical quality control.

It was also during this period that the foremen, beginning at last to realize their part in the management picture, decided to become actively associated with The National Association of



Members of the Grayson Administrative Conference. Front row representing the executive branch of the Company (left to right): Wilbur Jackson, process superintendent; Mil Alway, personnel manager; Irvin Brockman, production manager; Frieda McIntyre, secretary; John Byrne, controller; Arnold Hansen, head of quality control department; T. T. Arden, executive vice president; Stuart Manly, factory superintendent; Garner Graham, night superintendent; Joe Lewis, assistant sales manager.

tion of Foremen. This, coupled with top management's encouragement, was probably the longest stride in the right direction.

Beginning with forty members, the new Grayson Administrative Conference has grown to 70 members and in less than three years has become an NAF leader in firsts on the Pacific Coast, having among other accomplishments, twice won the Zone "A" Award and placed second in the entire nation. The Grayson Administrative Conference has had a meteoric rise to national recognition and is probably more closely knit with top management than any other group of its kind in the country. The Grayson Administrative Conference on its own has completely negotiated the last three Union contracts for Company acceptance and without danger of strikes.

As a tribute to NAF's assistance and the foresight of Tom Arden, executive vice president of Grayson Controls, it is interesting to note that the secretary, the sales manager, the chief engineer, the public relations director, the processing superintendent, the safety director, the personnel director, the plant superintendent, all department heads and foremen at Grayson Controls have risen from the employee ranks. There is complete harmony between foremen and employees and foremen and management.

The Grayson Administrative Conference is proud of its success and achievement, through its affiliation with NAF and close cohesion with the top managers of their company, and wish to subscribe to the NAF contention that:

"The backbone of American progress and leadership through the years is directly attributable to the initiative and foresight of American management."

"Among the world's nations, no other

peoples have even remotely approached the productive heights that we are enjoying through America's industrial ingenuity.

"The National Association of Foremen has taken the lead in truly raising foremanship to the dignity of a profession by establishing constructive cohesion amongst all levels of management."

Be proud of your part! Management's job is never done.

NORTHWEST MEETING

Seattle—The First Annual Northwest Management Conference on October 2, sponsored by Boeing Supervisors, Seattle Management, Tri-Company Management and United Airlines Management Clubs, was an outstanding success, both from interest and financial standpoints. From the 261 management men in attendance came many expressions of satisfaction with the information and material furnished by featured speakers and panel members. The Conference Committee feels that the participating clubs also gained much from their joint efforts in producing the Conference.—L. T. Mather.

America is the land where a family can rise from a plain cabin to a cabin plane.

Walking round the barracks, the colonel noticed a long queue of men waiting outside the stables. Each held a lump of sugar.

"I'm glad to see you love animals so much," he remarked to one recruit. "I suppose the horse you're giving the sugar to is the pet of the regiment?"

"Not 'arf, sir," replied the recruit. "He's the one what kicked the lieutenant."

SUPERVISION . . .

Greater Portland Management Club Has Unique Development And Goal.

By Carl R. Trowbridge
Director of Education, Greater Portland Management Club

SuperVision is the term used by the Greater Portland Management Club—city club of Portland, Oregon—in referring to its Goal, and to the Plan it has for attaining that Goal.

Three and a half years ago when the Greater Portland Management Club started, the members were satisfied to meet monthly at a dinner meeting in a downtown hotel, listen to a good speaker and rub shoulders with fellow supervisors for a few hours. They were satisfied with that one enjoyable evening each month. Later, as they became better acquainted with one another, they found they all had "professional" problems. Some had similar problems; some had different ones. Some had problems others had solved—but the surprising thing was that all were actively seeking answers for their problems!

SuperVision began with that realization.

Men who are seeking answers are men who are trying to improve themselves, and that just about describes the members of the Greater Portland Management Club. Realizing their common purpose these supervisors pooled their problems and cooperated in their efforts to solve them. They stated their group Goal simply: "It is the aim of every member of this club to improve himself in supervision, and, it is the purpose of this club to offer all possible aid to attain that end."

Having established a definite Goal, a Plan for attaining it was developed. The first objective of the Plan was to inform fully, every member of the club on all of the responsibilities of today's supervisor. Seven meetings were devoted to that objective; seven meetings in two months; September and October of 1947. Two were dinner meetings, two were forums, and three were round table discussions. All were beamed directly at the responsibilities of supervisors. They knew what they wanted and they lost little time going after it. They met six times in the month of October.

The second objective of the Plan was to offer "take-home packages" of Supervisory Improvement. Dinner speakers were asked to plan their talks with the aim of helping members meet the responsibilities they had reviewed and accepted. An intensive training program was also inaugurated at that time: November, 1947.

This startlingly different educational program was planned to meet the needs of the club members, determined by a questionnaire. The most unusual quality of the program was the schedule of the meetings. The learners who attended these classes were successful supervisors. They were men used to overcoming difficulties. They were men who dealt in results. They were men used to solving problems brought to them immediately. For that reason the educational courses were offered in five-day courses. Five consecutive

nights of two hours each devoted to answering one supervisory problem. That plan was startling to educators and to other supervisors not in the club, but it seemed perfectly natural to the men who wanted the answers. To them it was "their jobs" to go after the answers to production problems, immediately and wholeheartedly. Fifty-four of them—fifty-four supervisors employed in jobs some men can only dream of, going to school five consecutive nights a week! Startling? Yes, because they received no college credit and no certificates for their work! Startling, too, is the knowledge that two of the men who taught the classes were professors at Oregon State College during the day, drove eighty-four miles to Portland, taught supervisors for two hours in the evening, and then drove home again! Dr. James W. Sherburne, Dr. Ronald K. Campbell, Professor of Professor of Industrial Psychology and Industrial Management of Oregon State College did that for the Greater Portland Management Club last year. Dr. Sherburne had an "eight o'clock" every day, too!

Seven of those five-day courses were held in consecutive months, one course the mid-week of each month, November through May. Considering that the supervisors enrolled in the classes had lodges, clubs, families, and friends as outside interests, it is almost unbelievable to read their attendance records for the year. Warren (Brandy) Brandenburg, tool room foreman, Hyster Company, was absent from only two of the forty-seven meetings held by the Greater Portland Management Club from September, 1947, to June, 1948, and, Ed Pearson, shop superintendent of Moore Dry Kiln Manufacturing Company missed only three meetings.

The third objective of the Plan was the Third Annual Conference. The conference committee was instructed to beam the Third Annual Conference at the Goal and to tie their program in with the Plan. In their planning conferences they discussed the improved supervisor as they envisioned him.

Since an improved supervisor would be a super supervisor, and since such a person was the supervisor then pictured in their vision of things to come, they took to referring to their purpose: their *raison d'être*, as "SuperVision" because it says so much, so clearly, about purpose, aim, and method in just one word. And that is how SuperVision was born in Portland, Oregon, on March 13, 1948.



Members of the recent hard-working convention committee of the Disston Management Club, Philadelphia.

SHOP CLUB LIKES WEEKLY MEETINGS

By "Bill" Mowery, Foreman
Columbus Auto Parts Co.

MANY have asked how can a club continue to hold weekly and voluntarily attended meetings year after year. The Columbus Auto Parts Supervisory Club has been doing just that for nearly five years. The Club has been affiliated with the NAF for three years, and its membership is composed of all levels of management. Its weekly meetings are held on company time in the company cafeteria. Its programs are flexible enough so that even though a particular subject may have been announced, if executive management has a more important one to be discussed, it receives priority. This has only happened on two occasions. Executive management has never had occasion to criticize this Club's chosen subjects or type of meetings held.

Subjects so far this current season, which started in September, have been: three sessions on case studies in handling people; three on inspection claims, showing salvage and scrap cost of product by departments; one for the Silver Anniversary Convention report; one entire meeting for a Community Chest speaker, where questions and answers were a part; and one with Lieutenant Scholer, a representative of the City Public Safety Department speaking, followed by questions and answers. This Club attempts to have variety by including some panel-type discussion meetings.

John Gemmill, the club secretary, does an outstanding job of taking minutes and notes of each meeting. These are read the following meeting. This affords a member who was unable to attend the previous week an opportunity to hear what took place. Thomas Smith is the club president; James McAdams, vice president; and Lloyd Johnson, treasurer.

The members of The Columbus Auto Parts' Supervisor Club proudly display their NAF Code of Ethics Certificates in their departments. These principles have helped the foremen in this plant to better understand upper management, and upper management in turn to understand foremen problems. Therefore, unity in management is prevalent.

BLAW-KNOX DIVISION FOREMEN'S CLUB—Everett Girty, regional director of the NAF, addressed a joint dinner meeting of clubs from the Blaw-Knox Division, Lewis Foundry Division and Pittsburgh Rolls Division of the Blaw-Knox Company, Pittsburgh, evening of October 16 at Hotel Webster Hall. Some 160 members and guests were present and were also addressed by William P. Witherow, president of the Blaw-Knox Company, and Chester H. Lehman, executive vice president.



When management clubs of Blaw-Knox Company divisions held joint October meeting in Pittsburgh. Speakers' table (left to right): Carl Williams, Pittsburgh Rolls Division, Program Committee; Wm. G. White, Blaw-Knox Division, Club president; Wm. P. Witherow, president, Blaw-Knox Company; Everett Girty, Pittsburgh Rolls

Other Divisions were represented by their executive heads and others.

A joint meeting of Clubs from the Blaw-Knox Division and the Dravo Corporation of Pittsburgh is scheduled for January.—M. E. Olson.

GRAYSON ADMINISTRATIVE CONFERENCE—This Club was singularly honored recently by being presented with a plaque, emblematic of the NAF A-Zone Championship. Occasion was a joint meeting with the Ohio Rubber Company October 26 at the Rio Hondo Country Club. The group consisted of some fifty members and guests from Ohio Rubber Company and about one hundred members and guests from the G.A.C.

Bill Taylor, the then vice president of "Zone A," presented the award. Other prominent participants were: Mr. and Mrs. Roy Bell and Colyer Snyder and guest. Colyer Snyder spoke on the topic, "The Third Ear," which was well received.—Joe McMilan.

ARMCO FABRICATING FOREMEN'S CLUB—Our Club sponsored in 1947 and 1948 as one of its activities, a golf tournament. Operating foremen and men teamed against the staff and office personnel. The tournament gave everyone a chance to have a lot of fun and become better acquainted.

The Operating team has now given the office two licks in a row.—Cecil Kindred.

MANAGEMENT CLUB OF S. KARPEN & BROS. (Chicago)—Thirty-five giggling girls, guests at our annual ladies night affair, put away 48 pounds of food; laughed at magician Johnny Jones; and played bingo for nylon stockings until far into the night. Wives and sweethearts of our club members have come to look upon ladies night as something definitely to look forward to once a year. We recommend such event in the program of all clubs. As a result of their visits to the plant, and their meetings with us, our wives are completely sympathetic with the purpose of the Management Club and in almost every case are more than willing to see their husbands participate one night a month.—J. K. Goldsmith



Division, regional director, NAF; Tim Sullivan, Lewis Foundry Division, Club president; J. G. Wills, Blaw-Knox Division, program chairman; Chester H. Lehman, executive vice president, Blaw-Knox Company; John Renshaw, Lewis Foundry Division, Program Committee; H. C. Ellermann, Pittsburgh Rolls Division, Club president.

system by providing factual, up-to-the-minute observations on economic problems in the plant newspaper.

Union relations were taken up in the fifth "act," in which W. B. Miller, manager of labor relations, pointed out that G-E recognizes that unions are here to stay and would like to have unions as informed as possible by educating employees in economic facts.

R. L. Howes, manager of the employee and community relations division, summarized the points brought out in the preceding talks. The show was concluded by a sound movie of C. E. Wilson, president of General Electric, charging each supervisor to carry out employee and community relations projects and operations to the utmost of his ability.—Audrey Roth.

NASH-KELVINATOR CLUB PROGRESSING

By A. L. McClellan

GRAND RAPIDS, MICH.—Our club was organized November 11, 1947. The following officers were elected: president, Al De Byle; vice president, John Dykhuis; secretary, Frank Kelley; treasurer, Charles Stevens.

The customary committees were appointed and are functioning very well. Our membership has increased from 148 to 240 out of an eligible possibility of approximately 320, so we have about 75 per cent of our eligibles as members and membership is increasing right along. We have not used any force or high pressure tactics to get members. We have endeavored to interest them and sell the idea of mutual improvement through cooperation and social contact. As to eligibility, we decided to admit any person of good character who supervises the efforts of others or who has been permanently authorized to supervise a direct function of management.

The club meets the third Tuesday of each month at 4:15 p.m. in the Corporation's Recreation Building. All members who work on the second and third shifts may attend these meet-

ings. Our president, Mr. De Byle, has the faculty of keeping the business sessions short and snappy so that the greater part of the time is devoted to the educational and entertainment programs.

The educational program has consisted mostly of panel discussions and open forum questions on problems which we have been confronted with in our manufacturing program and the gradual increase in interest and participation by the members have made them decidedly worthwhile. By these panel discussions we have tried to get our members to straighten out and transfer their line of thinking so they won't "talk golf all morning on the job and spend the afternoon talking shop on a golf course."

For our April meeting we were addressed by Charles Lawson, vice president of sales from our Detroit organization who surprised and satisfied us by taking a supposedly dry topic, "Sales with a New Look" and giving us both "barrels" in such a manner that we received an interesting and educational view of the "other side of the fence." It increased our appreciation for our top executives to learn some of their problems and how they are dealing with them in an effort to keep the organization moving forward in competition. We sincerely hope that more of our top executives can find time to meet with us in the future and help us to understand what goes on before and after production.

All talks and discussions are ended at 6 o'clock and our appetites are then satisfied by a regular home-cooked dinner which the management furnishes as its contribution to the cause. Free smokes are distributed and the moving picture machine is wheeled out, for those who want to sit and take it easy. Some of the more aggressive members who deal from both sides of the deck have their little sessions in the council room downstairs.

We find that a good door prize has stimulated interest in attending meetings. By making the winner of a door prize make a five minute speech at

the next meeting we have unearthed several embryo orators who may be heard from some time.

Our July meeting was suspended in favor of a stag picnic and golf tournament at Camp Lake. It made some of our war veterans from World War I homesick, as the golf course looked like no-man's land after we got through with it. Some of our more determined golfers could put a respectable bulldozer to shame.

Our club has a monthly news sheet, the *KELVIN KNEWS*, which is edited by Bob Whyte a very capable and clever Scotsman who brought his R's with him from the banks of the Clyde. Bob has what it takes to cover all news, personal and business, in such a pleasing and educational manner that the members look forward to and enjoy his little edition each month.

The Nash-Kelvinator Management Club is pioneering NAF in Grand Rapids. We have invited visitors from other plants to our meetings in an effort to interest them in organizing similar clubs in their plants. Eventually, after some of these other plants have clubs affiliated with NAF, we hope to organize a city wide club which will bring all of the plants together in a closer band and improve the industrial life and understanding in Grand Rapids.

In closing I wish to offer something that former President Theodore Roosevelt once said: "The best executive is the one who has sense enough to pick good men to do what he wants done and self-restraint enough to keep from meddling with them while they do it." What a fitting slogan that would be for NAF to foster.

DISSTON MANAGEMENT CLUB (Philadelphia)—The Club has a very active fall and winter schedule planned. We have had talks by a representative of the Federal Bureau of Investigation and Harry Coopland of the NAF.

The plant manager, assistant manager and personnel manager of The Simonds Abrasive Company, interested

in forming a Club, were our guests at the September meeting.

Talks on chain saws, budgets, time study practices are planned and work is being done on the coming election of officers. Our new club room at the plant is nearing completion with the furnishings for the room provided by the Company.—John Nicol.

ALUMINUM ORE FOREMAN'S CLUB — The Club held its regular meeting October 8, at the plant. After the business was disposed of the meeting consisted of a panel discussion.

E. B. Adams was moderator while Messrs. J. R. Fox, R. S. Russ, and W. O. Lory discussed "Profits and Costs," "Preventative Maintenance," and "Waste Prevention" respectively. Mr. Fox used charts and graphs to explain Profits and Costs—showed how much even a fraction of a cent lower cost can change the profit for a month's business. Mr. Russ and Mr. Lory were equally proficient in explaining their topics. It was unanimously decided to have further panel discussions at a later date.

Our Club will celebrate its second anniversary as an NAF Club in November. This meeting, which will be held at the Broadview Hotel in East St Louis November 8 will be a dinner meeting at which the main speaker will be F. L. Magee, vice-president in charge of production matters of the Aluminum Company of America. A get-together will precede the meeting to give Mr. Magee a chance to meet the foremen.—R. J. Scharbert.

SUPERVISORS FORUM OF DETROIT—On November 8, the Forum sponsored its Fourth Annual Banquet and NAF Night at the Hotel Statler. Management persons from 35 local industries attended to gain further knowledge about NAF activities.

James E. Bathurst, NAF manager, addressing the subject, "Unity in Management," stressed the role of the Association in achieving harmony within management. He pointed out that management working together as a team

When Dr. Robert Gordon Sprout, president of the University of California told 450 members of the Lockheed Management Club and guests from other Southern California Clubs: "Legislation alone cannot cure industrial ills, nor insure economic success. There must be able, competent men harmoniously working together."



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Brasco Management Club at Harvey, Illinois during the club's first ladies' night. This one-year-old club has had a variety of programs including round table discussions, safety films and industry speakers.

means increased productivity, lower costs, and less labor strife. Mr. Bathurst also discussed the professional development of foremen and supervisors—a further benefit accruing from NAF membership.

E. M. Selfe, a Forum member and a past national director, outlined the aims of the City Club as mainly two-fold: (1) to provide an organization to which foremen from small industries can belong, (2) to serve as a coordinating agency for plant clubs in the area.

A portion of the evening's program—the presentation of a scholarship award to a student from Wayne University—was televised over WWJ-TV. This is undoubtedly the first time that an NAF activity has been viewed by upwards of 50,000 persons.—Geo. W. Callens.

BRASCO MANAGEMENT CLUB (Harvey, Ill.) inaugurated their annual Ladies' Night on Thursday, October 14. Following dinner, Mr. Franke of the Trans World Airlines was introduced. Mr. Franke gave an interesting account of his experiences in air travel and showed the group the latest TWA technicolor film depicting the advantages of air travel for business and vacation purposes. The balance of the evening was devoted to group singing and to dancing. The Club's first Ladies' Night was an evening well spent and thoroughly enjoyed.—C. L. Gutmann

HUNTINGTON FOREMAN'S MANAGERS CLUB—The regular dinner meeting of the Club was held at Frederick Hotel on October 12 at which the following officers were elected: president—Harry A. Lightner, East High Trade School; 1st vice president—D. E. Smith, American Car & Foundry Co.; 2nd vice president—Thomas L. Page, American Car & Foundry Co.; secretary—F. Leon Miller, International Nickel Co., Inc.; treasurer—Fred McCorkle, McCorkle Machine Company.

President Lightner named the following as chairman of committees: Attendance Committee—Hansford Welch, Standard Ultramarine Co.; Entertainment Committee—George M. Thornburg, W. Va. Steel & Mfg. Co.; Educa-

tional Committee—E. S. Maclin, Marshall College; Music Committee—C. H. Bohlmann, East High Trade School; Picnic Committee—Frank C. Rhea, W. Va. Steel & Mfg. Co.; Scholarship Committee—J. B. Haskell, W. Va. Steel & Mfg. Co.; Auditing & Finance Committee—E. E. Bigley, Adel Precision Co.; librarian—W. H. Williams, International Nickel Co., Inc.; photographer—H. D. Johnson, W. Va. Steel & Mfg. Co.; corresponding secretary—Charles A. Flegel, Standard Ultramarine Company.

We would like to suggest that you devote some space to the new books in your library each month.

We hope that some of the clubs will contact us for any information or assistance by writing our corresponding secretary Charles A. Flegel, % Standard Ultramarine Company, Box 2166, Huntington, West Virginia.—Charles Flegel.

FOREMEN'S CLUB OF COLUMBUS, INC.—Twenty-two members were certificated at the November 4 "Ladies Night" dinner meeting for successful completion of a five session course on Booster Training. Under the direction of Ralph Roof, booster foremen director from the Jaeger Machine Company the course had as its leaders W. P. Shultz, Ralston Steel Car Co., H. E. Staehle, Surface Combustion Corp., W. F. Ballard, Columbus Coated Fabrics Co., H. E. Earich, Ranco Inc., and Grover Brown, National Electric Coil Co.

Franklin Phillips, manager of the Commonwealth Life Insurance Company, also awarded six club members with certificates for their work in his class on Parliamentary Law.

A high spot for the 600 club members and their ladies was awarding the National Achievement Award by Joseph E. Cox, NAF treasurer.

W. J. Mowery, enthusiastic NAF booster in the Columbus Club, made a special presentation of NAF pins to four of his associates at the Columbus Auto Parts Company and put in a good plug for the wearing of the pins by club members.

Mowery, besides assisting in a course in Case Studies and speaking at the Dayton headquarters seminar in November, traveled to the Parkersburg, W. Va. Club on November 1 and spoke on foremanship.

The Columbus club members were twice saddened by announcements of the death of two good members—Carl F. Messerknecht, Federal Glass Co. foreman, and Charles O. Bradshaw, consulting engineer with Ohlen Bishop Mfg. Company.

On November 17 a five session course on Time and Motion Study was started with Alfred Katz, time study engineer with Ranco, Inc., as leader. On November 22, a special course entitled "National Industrial Conditions as Viewed by our NAF Staff Men," was started with J. E. Bathurst, NAF manager and William Levy, NAF director of education, as leaders.

Thirteen new member companies acquired up to November 1 have increased the total to 142: Columbus Plastics Co., Ross - Willoughby Co., Columbus Blower Co., Pulling Foundry Co., W. T. Dickerson Shoe Co., H. R. Miller Trucking Co., August Wagner Breweries, Hanna Paint Co., Inskip Printing Co., Johnson Trucking Co., Seagraves Corp., F. O. Schoedinger Co. and Weta-Lene Laboratories.

Club membership has been upped by 90 new members since the opening in September, to a total of 551. Shop club membership makes a grand total of 863 NAF members in Columbus, 134 of which belong to both city and shop clubs.

UNITED AIR LINES SUPERVISORS CLUB—United Air Lines executives learned a bit about railroad problems at the recent October meeting of the airlines' Chicago Supervisors Club when members were addressed by L. W. Horning, vice president (personnel and public relations) of the New York Central System.

"There is much to be gained," he told the airline supervisors, "through an exchange of ideas on the part of airlines, railroads, buses, water carriers and all forms of transportation . . .



Airline Supervisors' Dinner: L. W. Horning, vice president—personnel and public relations of the New York Central System (left) shaking hands with R. W. Ahrens, vice president—personnel, United Air Lines, at a recent supervisors' dinner of the Chicago executives of the airline. Supervisors' clubs are important part of United's organization. United Air Lines Photo.

supervisors can make or break a company."

Supervisors Clubs which meet regularly are an important part of United's organization, which extends from coast to coast, the length of the West Coast and across the Pacific to Hawaii. Executives of the company through these groups are able to keep abreast of the latest approved business and personnel techniques and procedures, not only within their company, but in other organizations.

KINGS COUNTY FOREMEN'S CLUB—At the first club meeting of the 1948-49 season held October 21 at the Park Vanderbilt in Brooklyn, Roy Bryant, national director of the NAF, presided at the installation of officers. Principal speaker Harry Coopland spoke to the members on loyalty. Not content with a dry resume of facts, Mr. Coopland wove into his talk a wealth of yarns, anecdotes, parables and stories that frequently kept his audience crying for more. Over seventy members in attendance represented these companies: Eberhard Faber Pencil Co., Brooklyn Borough Gas Co., Rockwell Mfg. Co., Socony-Vacuum Oil Co., Sperry Gyroscope Co., John J. Cavagnaro Co. and A. Schrader's Son. Roy Bryant gave an informal report on the Philadelphia Convention—discussed question of establishing a regional NAF office on the eastern seaboard.—E. A. Valet

THILCO FOREMEN'S CLUB—November business meeting covered the election of officers for 1949: A. A. Klammer, president; J. A. Scherer, vice president; R. W. Brenzel, treasurer; E. J. Mislinski, secretary.

Following the business meeting, din-

ner was served to the members at the Kaukauna Elks Club.

The program included a discussion of mill problems. The movie "Paper, Master," originally prepared for the paper industry in Wisconsin for use at the State Fair and Centennial Exposition, was also shown.—E. J. Mislinski.

MAGNAVOX FOREMEN'S CLUB—The Club, as individuals, took a pardonable pride in "The Meeting of the Year" held October 21, when the Honorable L. W. Lohrey, Mayor of Dayton, was presented as speaker of the evening to some 90 foremen's clubs of Northeastern Indiana at Fort Wayne. The importance of our speaker, his background of practical experience in industrial and civic affairs, impelled our Club to arrange for this assemblage of nearly 400 foremen to hear this discussion on labor and management problems.

Mayor Lohrey more than fulfilled his obligation, when by his action-provoking words he roused the foremen present as to their responsibility to their government, particularly local government. No higher compliment could be paid to any man than the knowledge that as a result of his remarks several clubs plan to appoint committees whose sole duties will be to see that their club views are made known to civic officials on all important political issues.

Earl Gidley, Magnavox program chairman, arranged appropriate preliminaries for this dinner meeting. The Honorable Mayor Branning of the City of Fort Wayne, greeted Mayor Lohrey and the junior executives present. Ray Yeranko, Magnavox Club president, and Ralph Didier, representing the other clubs, acted as chairmen and toastmasters. Howard L. Matthias,

Magnavox factory superintendent, Components Division, gave a short history of the Magnavox Company. John S. Sturgeon, our assistant treasurer and comptroller, introduced Mayor Lohrey.

The many foremen present, their thanks and appreciation, the good will fostered, more than repaid our Club members for the hours of work involved in preparing for a meeting so large in scope.

LOCKHEED MANAGEMENT CLUB

—We held one of our most successful dinner meetings October 25 as Dr. Robert Gordon Sproul, president of the University of California, spoke to 450 members of the Lockheed Club and guests of 13 Southern California Management Clubs.

Dr. Sproul spoke on "Who is in the Driver's Seat", discussing functions of labor, management and government as a part of the American economic system. Dr. Sproul used the illustration of the old days when labor and the public rode in the back seat of the horse and buggy while the tycoons did the driving. Today, we are riding in a modern automobile or airplane with the public in the back seat as management, labor and government occupy the front seat and argue over who will do the driving. The public doesn't know where it is going or if it is being "taken for a ride."

Government should not be in the driver's seat, claimed Dr. Sproul; instead, the State should only referee to see that the necessary rules are made and enforced so that the economic game can be played fairly by all. Legislation alone cannot cure industrial ills, nor insure economic success. There must be able, competent men harmoniously working together. Labor and



Huntington Foremen's Managers Club elects new officers: First row: 1st Vice President D. E. Smith, American Car & Foundry Co.; President Harry A. Lightner, East High Trade School; 2nd Vice President Thomas L. Page, American Car & Foundry Co.; Second Row: Secretary F. Leon Miller, International Nickel Co.; Chairman Board of Governors E. E. Bigley, Adel Precision Co.; Treasurer Fred McCorkle, McCorkle Machine Co.

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management together must do the driving through cooperative production.

Guests were: Dr. Warren and Dr. Caplan of the Institute of Industrial Relations of the University of California at Los Angeles; Roy Bell, regional manager for Zone A; and Robert E. Gross, president of Lockheed.

Special guests from other local NAF clubs included Ceramic Supervisors Club of Gladding McBean; Fairbanks Morse (Pomona) Foremen's Club; Greater Los Angeles Management Club; Grayson Administrative Conference; Hughes Aircraft Foremen's Club; McKesson Management Club; National Supply Management Club; Pacific Pipe Line Foremen's Club; Plumb Tool Foremen's Club; Times Mirror Foremen's Conference; T.W.A. Management Club, Los Angeles; Wilshire Oil Supervisory Club and Consolidated Rock Management Club.—William R. Wilson.

SHERWIN-WILLIAMS MANAGEMENT CLUB—At our November meeting 26 guests from the Chicago area were entertained. They included our newly elected director, Charles Day, and two NAF members from each of these companies: Lindberg Steel Company, Austenal Management Club, Bracco Manufacturing Company, Tuttlehill Pump Company, Scully-Jones Company, Metal & Thermit Corporation, Grand Sheet Metal Company, Olson Rug Company, Taylor Forge Company, Oscar Mayer Company, American Maize Products Company, American Stove Company, Wyman-Gordon Company, Brandwein Company. Vice-President Joe Doyle, who was appointed by President Frank Spink to act as chairman for the evening, introduced the guests. The speaker was J. Archer Kiss, who gave a very interesting talk on the human side of safety.

During the meeting, an invitation from the Wyman-Gordon Management Club was extended to the members to be their guests for the evening January 12.—E. P. Bolduc.

PAN AMERICAN WORLD AIRWAYS (LATIN AMERICAN DIVISION) MANAGEMENT CLUB—Spirited give-and-take marked the highly successful panel discussion at the dinner meeting of the PAA Management Club at the Columbus Hotel Roof on October 28 in Miami.

Concerning itself with the problem of production control, the panel was the target of searching queries from the 250 Club members who attended. Included on the panel were representatives from management and from Ernst & Ernst, industrial engineers working with PAA.

The Pan American management men on the panel were: F. A. Sedgwick, assistant to division accountant; R. M. Adams, supervisor of Production Control, G. J. Miller, time study engineer; and J. M. Dosal, assistant division supply manager. Ernst & Ernst members who participated were: George Chane; J. H. Humphrey; and George Tasso.

J. J. Tigert, member of the Club's Board of Control, introduced the four



Occasion for song and laughter October 4 when the Hussmann Harmony Club of Hussmann Refrigerator Co., St. Louis, Mo., observed start of its third year with the NAF. Front row (Left to right): Ollie Freebersyser, retiring president; Jean Groettcke of Victor Electric Co., guest; Ray F. Monsalvage, NAF speaker; Bern Goodwin, new president; Frank May, executive secretary; Mel Uhl, vice president; John Saw of American Stove Co., guest; and William Delger, Sr., past president.



Inter-club relationships are being developed in the Chicago area. Here the Sherwin-Williams Management Club is shown with guests from 14 other NAF clubs during their November meeting.



These men of ACF-Brill Supervisors' Association did a swell job as Registration and Finance Committee for NAF Convention, left to right—standing: Charlie Miller, Charlie Weinert, Andrew Roskos, Roy Wohlford; seated: Dave Wilfong, Bill Cumming.



G. Chance ponders a difficult question as part of the panel discussion at October 28 PAA Management Club meeting in Miami. Others in the panel (left to right): J. J. Dysart, manager of M.O.B.; J. H. Humphrey from Ernst & Ernst; G. Tasso, also from Ernst &



Ernst; F. A. Sedgwick, assistant to division accountant; J. J. Tigert, member of the Club's Board of Control is hidden behind the lectern. View of interested audience shows club Vice President D. N. Griffis introducing panel.

preliminary speakers who launched the panel discussion. The speakers expressed the viewpoints of the four groups most vitally concerned with industrial engineering as it relates to PAA's vast maintenance program. They were: J. J. Dysart, manager of Pan American's huge new Miami Overhaul Base; Edwin Drescher, division accountant; A. S. Galbraith, division supply manager; and George Chane.

The meeting was opened by Vice President D. N. Griffis who presented E. B. Weissinger, of the Industrial Relations Department, who is supervising the Community Chest Drive within PAA. In a short talk which was "guaranteed not to be a harangue for contributions" Weissinger characterized as relatively painless the Community Chest's one-a-year request for donations which are shared among 28 separate agencies.

An unscheduled pleasure was accorded the Management Club in the introduction of Andre A. Priester by H. W. Toomey, manager of Pan American Airway's Latin American Division. Mr. Priester is vice president and chief engineer of PAA and is internationally recognized as one of the greatest proponents of safety in the air.

After-dinner entertainment was provided by comedian Charley Carlisle starring at Miami's Clover Club.—Wm. Ryder.

NATIONAL WORKS FOREMEN'S CLUB—At the October meeting, held at the main pavilion of Renzie Park, over 250 National Tube Company foremen and officials heard an interesting talk by J. E. Thornton, Special Agent in Charge, United States Department of Justice, Federal Bureau of Investigation at Pittsburgh. Mr. Thornton, with the FBI the past 14 years, is a native of Nebraska—was in charge of FBI work in Honolulu during the war. He related interesting phases including

case descriptions involving espionage, extortion and inter-state auto thefts. Mr. Thornton states that over 600 automobiles are involved in inter-state federal law violation each day.

President Clayton D. Kuester was in charge of the meeting and introduced Frank J. Schaeffer, assistant director of Industrial Relations, National Tube Company, who is a past president of The National Association of Foremen. Mr. Schaeffer traced the history of

NAF from a small beginning in Dayton, Ohio to its present organization covering 40,000 supervisors in 36 states.

T. O. Armstrong, personnel director of Westinghouse Electric & Mfg. Company spoke on objectives of the Green Pennant Safety Program for the protection of school children and enrolled a number of the foremen as members of the safety drive.

Announcement was made that the National Works Foremen's Club will be



When 400 representatives of 90 Northern Indiana management clubs convened at meeting arranged by Magnavox Foremen's Club in Fort Wayne to hear Dayton's Mayor Lohrey urge their participation in their local government affairs—(left to right): Earl Gidley; E. M. Foster; Howard Matthais, Magnavox factory superintendent, Component's Division; Mayor Branning, City of Fort Wayne; Mayor Lohrey, City of Dayton; John Sturgeon, assistant treasurer and comptroller Magnavox Company; Rea Yeranko, Magnavox Foremen's Club president; Ralph Didier, president of City Foremen's Club; Ray Hebb; Byron Sites.

host to the Lorain, Ohio foremen's club on November 19 when the members of the two clubs will attend the McKeesport High School and Lorain High School football game. It was also announced that preparations are underway for a gala Christmas party for the children and grandchildren of the foremen to be held on December 21 at the Technical High School Auditorium.

Harold Bull, program director of the local club, arranged the program.

She: "Did anyone ever tell you how wonderful you are?"

He: "No, I don't think anyone ever did."

She: "Then I'd like to know where you get the idea."

ing class at U. C., instructed by the late Dean Herman Schneider, and was graduated in 1904.

Immediately afterward he secured a position as Open Hearth chemist with Armco in Middletown. Mr. Ahlbrandt, then became foreman and next assistant superintendent of the Open Hearth. In 1911 he became a part of Armco's commercial activities, becoming general manager of sales in 1930. In 1937 he was appointed assistant vice president, and he was elected a vice president in 1946 — then management consultant.

MANAGE readers like to hear "how it's done" at companies like Armco.

Mr. Oscar C. Pogge, who gives foremen a closer look at some things they



Newly elected officers of Thilco Foremen's Club, Kaukauna, Wis. (left to right): E. J. Mislini, secretary; A. A. Klammer, president; R. W. Brenzel, treasurer; J. A. Scherer, vice president. Retiring officers: W. M. Carr, president; C. H. Kemp, secretary; W. C. Hess, treasurer.

Contributors

from Page 3

town School, Westtown, Pa., in 1927; from Haverford College in 1932; from University of Pennsylvania Law School in 1935. Originally in private law practice, he came with SKF in 1945, first as assistant counsel. He resides in Chestnut Hill, Philadelphia.

Thanks, Mr. Roberts—many of our readers will have a look at their own work scheduling after reading your analysis.

Mr. G. F. Ahlbrandt, who urges management to "Sell The Employee . . . And Sell Him Now", was one of the first engineering graduates of the University of Cincinnati, and today is management consultant for Armco Steel Corporation at Middletown—a company whose successful employee relations activities have often attracted international recognition.

Mr. Ahlbrandt was born in Cincinnati, Ohio. A graduate of Woodward High, he enrolled in the first engineer-

should know and impart to their workmen about the Social Security program is director of the Bureau of Old-Age and Survivors Insurance, of the Social Security Administration, Federal Security Agency. He has held that position since December 1, 1941. He was formerly assistant director of the Bureau, and from May, 1938, he had been in charge of the Claims Division.

From 1937 to May, 1938, Mr. Pogge was chief of the Unemployment Compensation Finance Division of the Bureau of Accounts and Audits, Social Security Board.

For 10 years prior to his Federal Government service, Mr. Pogge was engaged in the private practice of law in Washington, D. C.

Mr. Pogge is a native of Iowa. He received the degree of Bachelor of Laws from Georgetown University.

Mr. Henry Kingston, who gives us in amusing but effective fashion the low-down on the art of public speaking, is a speech consultant of considerable re-



OLD FRIENDS AND TRUE — Comes Christmas time and how good it is to welcome them, to bid them encouragement and sincere best wishes . . . here to F. J. Schaeffer, NAF past president. Mr. Schaeffer, assistant director of industrial relations at U. S. Steel's National Tube Company, Pittsburgh, reviews NAF history at National Tube Works Foremen's Club (McKeesport, Pa.) October meeting.

pute. He has conducted classes in effective speaking training for Twentieth Century Fox executives, Southwestern University, Lockheed Aircraft Management Club, Roosevelt College in Chicago, Chicago Flexible Shaft and others. Readers of our magazine are glad to have your help, Mr. Kingston.

Wendell Phillips was traveling through Ohio once when he fell in with a car full of ministers returning from a convention. One of the ministers, a southerner from Kentucky, was naturally not very cordial to the opinions of the great abolitionist and set out to embarrass Mr. Phillips. So, before the group of ministers, he said:

"You are Wendell Phillips, are you not?"

"Yes," answered the great abolitionist.

"And you are trying to free the negroes, aren't you?"

"Yes, sir; I am."

"Well, why do you preach your doctrines up here? Why don't you go over into Kentucky?"

"Excuse me, are you a preacher?"

"I am, sir."

"Are you trying to save souls from Hell?"

"Yes, sir; that is my business."

"Well, why don't you go there then?" asked Mr. Phillips.

The Foreman's Round Table

QUALITY CONTROL MAINTENANCE KEY TO COST REDUCTION

One of the more serious problems which confront supervisors today is quality maintenance. Poor quality generally results from faulty job instruction. Basically, the problem of quality maintenance is the same today as it has been in the past with the exception that we are now endeavoring to correct poor work habits that were acquired during war years. Due to the increased demand for war materials in quantity production and to the increased numbers of people who were not particularly suited to manufacturing and to the elevation of untried and inexperienced supervisors, these faulty working habits were acquired.

Conditions as they exist today make it a "must" with supervisors in every type of industry to conscientiously analyze the fundamental causes of poor quality workmanship. The increased cost of labor, materials, machine tools, etc., cannot be ignored if we are to maintain a competitive position in our field.

Too often we blame the worker for poor quality—in some cases rightfully so. But we sometimes fail to place the blame where it belongs and to our embarrassment, we find it is frequently the fault of the supervision.

We realize good human relations are absolutely necessary to obtain complete cooperation from those we supervise. Good relations include proper job instruction in order that the worker has all the information regarding his job. We should not and must not become too involved in details, for therein lies part of the causes of poor quality.

We are not taking sufficient time to explain the "whys" and "wherefores" to our workers with the result that the worker does not fully understand his job, and in turn is blamed for poor quality.

Our own job security and the security of our workers depend largely on how thoroughly we concentrate on this single phase of training. We, of necessity, must have a system for training our workers, and although no two systems are exactly alike, every method of training should define the responsibilities of the supervisor as well as of the workers. We must constantly remind ourselves that we are dealing with humans who, like ourselves, are subject to mistakes, if a clear picture is not had of the job to be done. Better quality means increased production because the scrap has been reduced which in turn reduces the cost of our products.—A. H. Carlson, tool room foreman, Gardner-Denver Co., Denver, Colo.

SUPERIORS CAN BE "SOLD" . . . NOT "INFLUENCED"

Mr. Dickinson's letter (*November MANAGE*) was read by this writer with a great deal of interest as it presents a problem which is common among foremen who are anxious to impart some of the enthusiasm they have acquired through the study of modern and progressive techniques of management.

Many of us, who read an article or attend a lecture on the subject, often return to our jobs with a feeling that our own particular company has not kept pace with the march of progress. A new world has been unfolded before our eyes, but we are powerless to become a part of it because our superiors are backward in this respect. Therefore, we promptly take on the role of crusaders and attempt to influence our boss to scrap his old, worn out methods and acquire the "new



In the Armco annual golf tournament at Middletown, Ohio, operating foremen with over staff and office personnel—Club President Paul Doebler here presents Foremen's Club trophy to Herbert Long, captain of operating team.

look". Of course foremen will fail in such an attempt, just as I have, time and time again—that is until I changed my method of attack.

The man higher up can be sold, but not influenced. I found that out the hard way. It does not make much difference whether the company is small or large. My own opinion is that you have a better chance of getting your idea across in a small plant, because as a general rule, the foreman is given more opportunity to act for himself and he is not bound too much by rules and regulations which prevent him from laying the foundation for his building-up process.

The foreman, who has kept himself well informed about his own particular place in the modern industrial machine, never attempts to force an idea on his men, but sets out to sell him. The same formula should apply to his superiors. We should get to know our bosses as individuals. It is more difficult to sell the big shot only



October Meeting King's County (N.Y.) Foremen's Club.

IT HAPPENS 150 TIMES A DAY IN CHICAGO

A MEASURE of the railroads' high preference for General Motors Diesel locomotives can be found in Chicago, hub of the nation's railways.

There, high-speed mainline passenger trains arrive or depart behind a General Motors Diesel 150 times every day.

Similarly an array of General Motors Diesel-powered trains arrives and departs every day at Washington, Denver, Kansas City, St. Louis, New Orleans, Seattle, Miami, Atlanta, Los Angeles, Minneapolis-St. Paul, Jacksonville, Omaha — in fact at almost every large railroad terminal in the country.

These General Motors Diesel-powered trains include more than 150 of America's most famous "name" trains — the fast flyers and streamliners that have so

greatly increased railway travel.

Such overwhelming endorsement by leading railroads is based on operating experience covering more than one and one-half billion passenger train car-miles piled up behind these locomotives since General Motors pioneered the Diesel mainline locomotives in 1934.

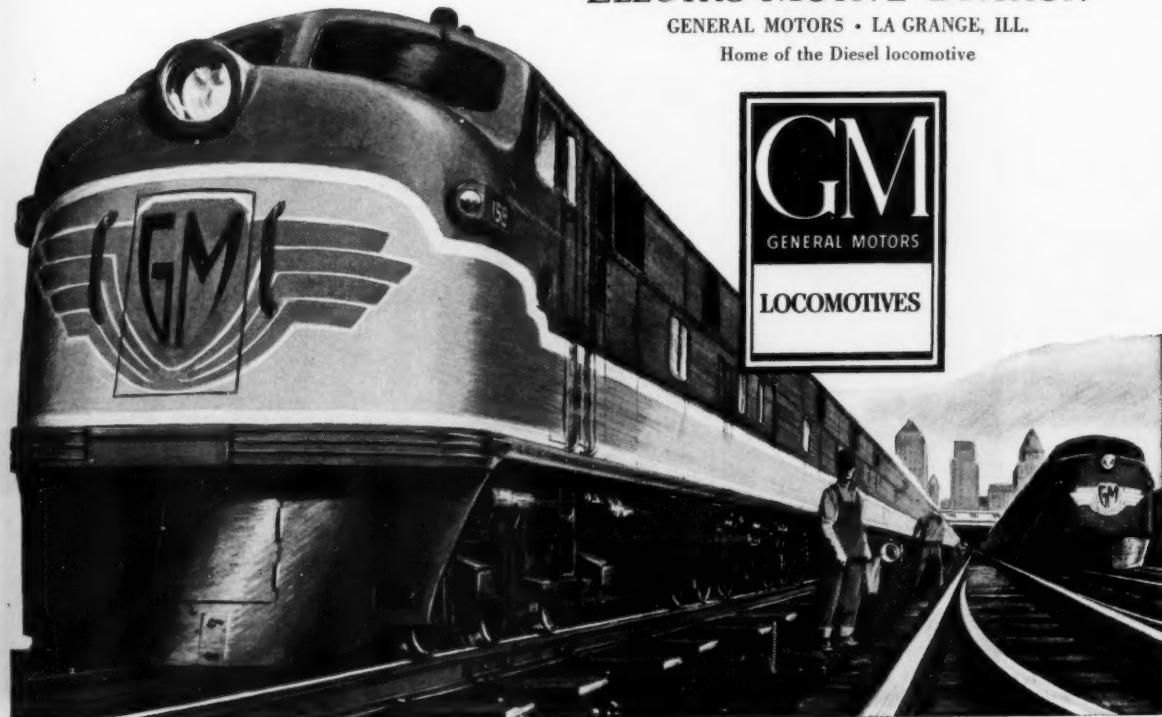
This experience has demonstrated that General Motors Diesels maintain faster, more regular "on time" schedules, cost less to operate, require less maintenance and service and have a far longer useful life than any other type of locomotive.

All of which explains why General Motors is now the world's largest builder of locomotives, and why smart travelers say "*the best trains follow General Motors locomotives!*"

ELECTRO-MOTIVE DIVISION

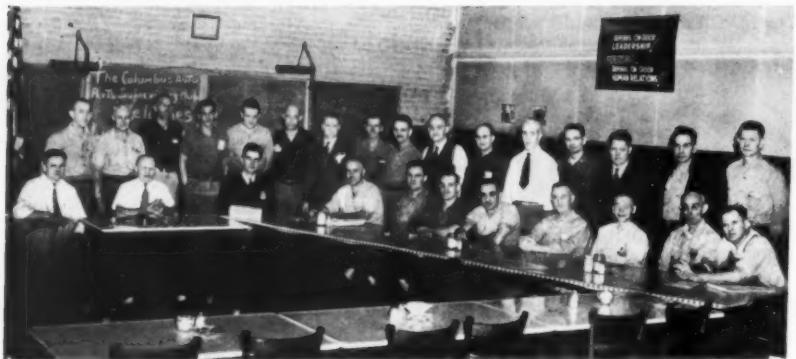
GENERAL MOTORS • LA GRANGE, ILL.

Home of the Diesel locomotive



Training

from Page 1



Supervisory Club of Columbus Auto Parts Company during meeting addressed by representative of Columbus, Ohio, Public Safety Department. Variety is important in programs where a club holds weekly meetings.

because we fail to take this fact into account.

The small plants are the backbone of our industrial democracy and the foremen in these plants should play an important role in the expansion of these small enterprises. Many of these establishments were founded and operated by one individual who has had a very busy life. Just as you and I, he has had to raise a family, send the kids to college and at the same time build up his business to its present status. We can justly forgive him for hanging on to some of his old methods. He wants his foreman to be aggressive, but not demanding.

If, for instance, you believe that the use of graphs will improve the flow of production in your plant, improvise

a system suitable to the operation of your own department. Keep a careful record of all results and when you are convinced that the application of your plan should be generally adopted, submit the plan as a report rather than in the form of a suggestion. I believe that most plants desire to streamline their operations and carry on along modern lines. Most ready-made plans are costly and even then must be adapted to the particular needs of the small individual plant. This is where the foreman can render a distinct service.

There will be resistance to your progressive thinking, but keep in there pitching. —Louis A. Rosenthal, foreman, The Electric Products Co., Cleveland, Ohio.

man. It's the thing that puts him on the map. I never could understand quite why it is that, when hard times come, many bosses lay off their training people. They may have to lay off somebody but, of all the people in the world who ought to earn their salt, the training man should be first. If he isn't doing the job. The responsibility of using a good training program is squarely on the shoulders of management. If he doesn't accept it that way, then why have any training programs at all?

Training for Production Needs

I have been in this business practically all my life and I suppose the professional man—we training people call ourselves that—ought to stand up for his own wares. But the truth is, I wouldn't have a training program of any kind if I didn't need it to help production. I wouldn't have anything if I didn't need it. If you first determine your needs, you can have a fine program and follow this philosophy of management through a training approach to production problems. Then you will have an enormous amount of training with a very minimum amount of training department overhead. Too many people feel that a factor that tends to measure the effectiveness of training in a plant is the size of the training department. I know some companies who have almost no training departments and yet they are doing an excellent training job because the whole management, the whole line organization, is doing the training as they



Partial view of management men who attended the First Annual Northwest Management Conference in Seattle, October 2, 1948.

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go along. The training man, perhaps all by himself, is planning it, sparking it, stimulating it, keeping it on the beam, giving help here and there on production problems; but the line organization is really doing the job.

A training man with a very large department ought to take stock. Maybe it isn't functioning as well as if he had less of a department with more training being done through the line. He may need management to participate, management to use these techniques, management to demand results, to see where training can bring lower costs, less grievances, more production, less waste, and where it can be knitted into the everyday performance of every supervisor and every foreman. Every time a supervisor gives an order it has in it the element of either stimulating or depressing the man who gets the order—he may add pleasantly enough, "Well, Bill, do you understand how to do that?" Bill may say "yes" when he means "no" because he doesn't want to show his ignorance. It only takes a little thought and understanding to help a workman over a hurdle where he doesn't know quite what to do. He feels a little strange with a new job and just a little personal attention to get him started right is of great value. Only his foreman can give him this help. That is training of the very highest order but it is not the whole of training. In the process of steering people through their jobs you may find one man who would be helped greatly if he knew a little more arithmetic. You might say to him, "Henry, why don't you go to night school and get coached up on mathematics." In other cases the same would be true for chemistry, for accounting, for English, and for all subjects that can best be studied in groups at some high school or college.

We have built up in this country a marvelous educational system. We're proud of it. It began over 300 years ago when our first colleges were established largely to train ministers for various religions and slowly spread over the country until the Morrill Law which established land grant colleges by act of Congress gave all education, and especially scientific education, a great impetus. The whole system has a background of history, a background of recorded information, a background of learning from books. It has only been during the last fifty years or so that the engineering colleges and the vocational schools promoted the idea of learning by doing.

Voluntary vs. Planned Learning

Acquiring information is one thing but skill in using it is only learned by performance. This is a relatively new concept in education and we don't yet quite know how to promote it. Out of that background of history has come almost an unreasonable worship of education, but still preserving individual freedom to take it or leave it. We like freedom so well in this country that we are very apt to say to employees "Do as you please; opportunity to learn is available but it is up to you. It is not required." Today progress is too rapid and competition too keen and competent people too scarce for management to depend entirely on the voluntary improvement of individual employees.

The problem today is how to convert that complete freedom of each employee to do as he pleases and learn by his mistakes into a guided helpfulness called required training, and still not cramp his essential individual freedom

of choice. It can be done by being helpful, by being suggestive, by requiring certain training at company expense as part of the job, by selling education—the biggest selling job in the U.S.A. today. Do not leave it solely to your supervisors to go to those Tuesday night foremen meetings if they want to or to attend the special program which the management has prepared as a voluntary action. Here's a man who has a very responsible job, and good native ability, but he has some defect. Maybe he couldn't help it: inheritance, lack of background, poor English, inadequate in mathematics, he ought to have some blueprint reading. If he would do this, that, or the other thing, it would make him a better man for that particular job. So if the management sees that this man would be a better man for that job if he had a certain skill, why not require it for the fellow's own good, and for the good of the company and often on company's time at company expense?

That idea that some special training is a part of every job is growing. A company may say to its employees, "If you are ambitious you will take some extra training in the local schools"—some do, but frequently not the ones who need it most. In addition, a company should pick out certain employees—this one and that one and another one—who have shown their native capabilities and say, "I would like you to attend these meetings" or "It's part of the job" or "We'll pay for it." To let each employee volunteer on a purely self-improvement basis will not bring along enough men, and fast enough, to handle your business in the years to come. Developing leadership and skill among employees is just as important as a business matter.

Business is getting too complicated, too complex, and competition is going to be too great, to just let every fellow do what his own ambition will direct him to do and let it go at that. So management has to do two things: (1) Hold out the opportunity to every employee to do anything he wants to do. For example, a boy in the accounting department wants to be a salesman. He goes to night school or takes some correspondence course and learns something about selling at his own expense or the company may pay part of the expense on certain conditions. (2) On the other hand, another boy in the accounting department likes it, and management thinks he would be a better accountant if he knew certain cost procedures, so his boss tells him he should pursue certain studies if he wants to hold his job and prepare for a better one. The company can well afford to pay the bill or provide the training on company time. It's part of the company plan of developing men for future responsibilities. It's the only way to develop good men fast enough.

It is a function of management to see that these things are done and to see that at least one "runner up" or "understudy" is being prepared for every key job in the organization.

Training Aids

Now just a word or two about training aids. There are all kinds of training devices. You can buy courses in management presented by motion pictures or on slides or by textbooks including charts. You can have a discussion of applied psychology by an authority on that subject. These things are all very nice, all have their place,

(Continued Page 32)

Men of Management

THE organization and successful operation of the United Air Lines Supervisors' Club (Los Angeles) can be attributed to men like A. J. ("Art") LaFrance, president of the Club.

Art was born in Fall River, Mass. After attending school in New England, he travelled extensively in Central and South America.

Returning to New York he successively worked for Macy's, United Autographic Register Co., United Fruit Steamship Co., and American Republic Line.



A. J. LaFrance

His association with United Air Lines began at LaGuardia Field in 1941 as passenger service supplyman. In May, 1943, he was transferred to Washington, D. C. as chief of supply service and from Washington to Lockheed Air Terminal at Burbank, Cal., October, 1944. Upon opening of the Los Angeles Airport at Inglewood, December, 1947, Art was appointed chief of supply and continues to serve in that capacity.

Years of interest in business management and procedure culminated in Art's activity in helping to form an NAF Club at United Air Lines. He served as treasurer of the Club from September, 1947, until he was elected president last March.

A letter written by him to his club members appears elsewhere in this issue. His letter expresses a deep understanding and enthusiasm for the ideals and objectives of the NAF.

The inspiration of thinking men like Art LaFrance in NAF Clubs all over the country is an encouraging answer to industry's quest for unity in the management team.

Art is married and has one daughter, age ten. The LaFrances live in Burbank.

Wealth, after all, is a relative thing, since he that has little, and wants less, is richer than he that has much, and wants more.—C. C. Colton.

MEET CHANNING DOOLEY

Contributing Editor for MANAGE

Channing R. Dooley, a trustee of the Training Within Industry Foundation, is president and director of this non-profit research organization which was established in January, 1946, to carry on the development work of the Training Within Industry Service, a wartime government agency. T.W.I., as an emergency organization that served war contractors from the summer of 1940 until shortly after V-J day, developed training techniques in Job Instruction, Job Methods, Job Relations, and Program Development, and provided clearing-house information on in-plant training.

Mr. Dooley was loaned to the government, during the war, by the Socony Vacuum Company, of which he was industrial relations manager. The T.W.I. group operated with a full-time paid staff of 400 at its 22 district offices in the United States and Hawaii, and double that number of industrial con-

sultants who were available for part-time local assistance. This group trained 25,000 plant representatives to put on the training programs developed by T.W.I., which resulted in the certification of 1,750,000 supervisors in war plants and essential services.

T.W.I., Mr. Dooley, and Walter Dietz, associate director, have received many honors. When the millionth T.W.I. supervisory certificate was awarded in 1944, the National Association of State Chambers of Commerce awarded T.W.I. on "Industry Award," the first occasion of a merit award to a government agency by private industry. Purdue University awarded in 1944, to both Mr. Dooley and Mr. Dietz, honorary degrees of Doctor of Human Engineering, and the two men also shared the first Human Relations Award made by the Society for the Advancement of Management in 1945.

Before joining the Standard Oil or-

ganization in 1919, Mr. Dooley had been with the Westinghouse Electric and Manufacturing Company, which he entered in 1902 after completing post-graduate work at Purdue University, in Electrical Engineering.

Mr. Dooley was also borrowed by the government during the first world war, to serve as Educational Director of the War Department Committee on Education and Special Training. He was appointed to the Federal Committee on Apprenticeship when it was established in 1937 and served until he resigned in 1946. He is one of the founders of the American Management Association and is active in Junior Achievement and in the Silver Bay Industrial Conference.

He has been a member of the Board of Trustees of Antioch College and belongs to the American Institute of Electrical Engineers, the Society for the Promotion of Engineering Education, the Society for the Advancement of Management. Among the fraternal and social organizations to which he belongs are Phi Kappa Psi and Tau Beta Pi.

Training

from Page 31

all fit into a certain scheme of things. To build a training program you'll have many building blocks, but be sure to use the ones that fit. Don't use them all just because they are available. Charts, diagrams, pictures, lectures have a value in giving information. They have a refresher value. But they are of almost no value in developing skill in getting principles used, in changing habits of action. Some programs were put out during the war to teach machinists. Have you seen them? Motion pictures, beautifully done, showing the milling machine in exact detailed steps of how the young apprentice is being taught to operate this machine—how to make the adjustments—you see it perfectly and understand its operation. But you never get your hands on it. I have heard comments like this: "In our shop the milling machines are not as new as the one in the picture. There are certain adjustments and allowances you have to make with each one which have to be learned on the job." You can learn about a machine through a picture, you can get the information; but you can't get the feel of it. So, bear in mind that of these various devices each has its special place. Many are good for education but not for training.

Of all the devices, coaching is best for training—that's the responsibility pretty much of the line organization. Be in tune with this thing; don't let the training job be a chore to be done by training men alone, make it a part of the supervisor's daily business.

Training Within Industry

In justification of this philosophy of training I here refer to the wartime T.W.I. experience and that of the present T.W.I. Foundation, of which I am sure the reader is familiar.

T.W.I. now is organized as a non-profit foundation in the State of New Jersey. We have four men in the field—one in Philadelphia, one in Chicago, one in Indianapolis, and one in San Francisco. The backbone of the structure is membership. We have 22 company members.

The membership organization is intended to underwrite or to form the bed rock of what we would like to call cooperative research. We hope to keep on developing programs. That can't be done in an armchair. It has to be done in plants. Not many people appreciate that the three "J" programs which we had during the war were not developed in Washington. They were first roughed out by T.W.I. staff people and then put out for trial. Our people went all over this country for the first year and a half trying out these programs. They'd get hold of a company and say, "Give

us 8 or 10 foremen and 3 or 4 days to work with them." The criticisms of these foremen were basic and splendid. Then our staff people would bring the results back to Washington and revamp the programs and go through a lot of discouragement. Every word on these little cards has been discussed and argued and fought about until sometimes we'd wonder if we'd ever get any agreement. Words are tricky things. They mean different things to different people. In that way these programs were born out of trial and error in many companies and with hundreds of foremen throughout the country, so when we were ready to launch any one of the "J" programs we knew it would work because it had worked under many different conditions. The Foundation is following this same research pattern now.

There isn't anything new in these principles as you all know. Successful people have always used these principles. We found them in many plants in addition to our own experiences. We put them together, simplified the form, built up a time table so as to drive the drill sessions through on schedule.

This is the research element that the T.W.I. Foundation wants very much to perpetuate. In the meantime, we have

Portion of huge crowd attending Bendix Supervisor's Club meeting, November 3, in Bendix Products Division cafeteria at South Bend, Indiana. Nearly all 350 members attended the annual "Top Management Night". Inset shows top management men who participated (left to right): M. P. Ferguson, president, Bendix Aviation Corporation, Detroit, G. E. Stoll, general manager and J. H. Quam, assistant general manager of the Bendix Products Division of South Bend, all members of the club.



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developed a service through Institutes to train trainers. After a program has been developed and put on paper requiring several months or maybe a year, and then published, our experience is that it doesn't work very well unless people are helped to learn how to use it.

Learning By Doing

In short, it is an intensive learning by doing program that I am discussing in this article. To develop skills of leadership, of instructing, of improving methods, of leading a conference isn't all there is to your complete company training plan. I know that, but it is the one that I want to emphasize here. After you differentiate between the acquiring of information which can be done in any one of a dozen different ways and the acquiring of skill, which must come through drill and through coaching, then you decide which course to follow.

Isn't it strange that all the athletes—all the theatrical people—all the radio people—all the great singers, including Caruso, have all their lives, through all their activities, used coaches? Their great perfection is reached by coaching. Did you ever see a producer get ready to put on a play or a singer in rehearsal? Drill—drill—drill. It isn't knowing just how to dance—it's to do the dancing exactly the way it is prescribed. Does this conforming to pattern cramp a dancer's originality? Witness Fred Astaire, or Caruso who had a personal coach to the last season of his career.

The only job that I know of that people are supposed to know, just because they are given the title, is the job of manager or supervisor. We pick a man who is a good production man, give him a title and he's off. He thinks he is good—we all think he's good—we allow him to make mistakes. If he's a decent fellow we say, "That's all right, he won't make that mistake again." We even say, "I made that same mistake myself," but nobody helps him through a tip or counsel or coaching. We'll sometimes sit around and say, "Well, Henry's out pretty far on a limb, isn't he, in making all those changes? Let's see what happens." If he gets too far out the boss saws the limb off. Nobody ever coaches him and says, "Bill, what will you do if so and so happens? Have you got all the facts?"

It is the hope of the author of this article that the reader, who has had the patience to read it to the end will be convinced that "training as a production tool of management" is management's own job. It cannot be learned except on the job and it cannot be delegated. Outside agencies can only show management how to use a few principles in training its own supervisors.

Pursuant of this philosophy Training Within Industry does not train supervisors but only trains one man at a plant or office in how to use these principles in training the supervisors of his organization. In a small plant this one man is logically the plant manager or superintendent or some other designated officer who has this specific responsibility along with his other duties. In a large plant it may well be an assistant to the manager or superintendent who has been assigned the responsibility of conducting training programs under the immediate direction of the manager or superintendent.

On The Cover



IN September at its Silver Anniversary Convention, The National Association of Foremen honored Mr. Fred Maytag II, president of The Maytag Company, by selecting him for its Honor Roll—"appreciation to those men who have given unselfishly of their time, energies and abilities in meritorious service to this organization." His address before that assembly was well received—and since publication of his address in the November issue, other favorable comments have been received. We are happy, indeed, to present him on this month's cover.

There are so many activities and so much background material associated with men like Mr. Maytag, that it is not possible here to give a very complete account of him. From his earlier mountain climbing in Japan and his big-game hunting in Ceylon to sessions of the Iowa State Senate and of the Maytag board of directors, we select a few highlights of significance to management men:

Born in Newton, Iowa, in January 1911, he appears to exemplify not only in years but in concept the younger generation in American management. This observation is most significant, perhaps, because of Mr. Maytag's attitude toward organized labor. According to our information, under this third generation member of the Maytag family, very good labor relations have been developed at The Maytag Company, probably because he believes in working cooperatively with labor unions instead of fighting them. Before the recent NAF Convention he said: "Management and labor have so much in common and so few real differences that neither can afford the luxury of fighting. Instead, we need to work together towards achievement of the common goal of producing more goods at lower cost and distributing them equitably among all our people."

An indication of this is a clause in the Maytag contract with the recognized union there, the UEW, which provides for a wage incentive system and states that the company and union are firmly committed to the principle that high wages can result only from high production. Evidently the principle is practiced because their workers receive substantial bonuses for production above standard—and Maytag is the leading manufacturer in its field in production volume, having produced its five millionth washer in 1947.

One further observation concerning Mr. Maytag's ideas. We quote him: "If

every member of this audience could develop half the interest in politics that he now has in his favorite hobby, the effect on our government would be wonderful. If you want to do something about it personally, get acquainted with your local party leaders when you get home and become an active party worker—whatever your party may be. You will find it one of the most interesting and satisfying experiences you have ever had and, what's more, you will be doing something personally about achieving the kind of government you want."

This, indeed, is a challenge to management men, whatever their position on the team. The word from out in Iowa is that here again Mr. Maytag puts his theories into practice. Today, all over America, our competitive system needs more ball-carriers, especially on the local political gridirons, and examples set by men like Mr. Maytag should be an inspiration to management men throughout industry.

Envy not the proud man; the peacock today often is the feather-duster tomorrow.

You can't change the past, but you can ruin a perfectly good present by worrying about the future.

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Workshops . . .



From the 1948 NAF Convention

LIVE NAF CLUB EDUCATIONAL PROGRAMS - HOW DO YOU DEVELOP THEM?

CHAIRMAN: FRANK B. CADMAN, *Industrial Relations Manager, Warner Company*

LEADER: WILLIAM LEVY, *Manager of Education, National Association of Foremen, Dayton, Ohio*

THE material in this workshop was developed through the conference method by the men who attended. This demonstrates effectively a basic view held by NAF that "no one man in management can possibly know as much as all management."

Preliminary discussion revealed that the group was primarily interested in analyzing, discussing and developing conclusions regarding five problems.

1. *What Is An Educational Program?* Inherently it is any program or method of learning that brings about improvement in the form of desirable changes of behavior on the part of the learner; any activity that teaches a man to analyze, solve problems and engage in reflective thinking or any activity that provides for assistance, understanding and voluntary cooperation within a plant.

2. *What Club Activities Are Educational In Nature?* Without attempting to list them in the order of importance the participants agreed that the following activities could and should be educational.

MONTHLY MEETINGS where the speakers have a message with educational implications whether it be human relations, industrial relations or technical development. It was pointed out that in the shop clubs, panel discussions centering around plant problems and developments were particularly effective.

INTER-CLUB MEETINGS where members of the respective clubs have an opportunity to share ideas. This is especially valuable in broadening your point of view and seeing your plant in relationship to the community industrial picture.

REGIONAL CONFERENCES which provide an opportunity for management men of all levels to participate, away from the plant, in a day-long program built around common problems of interest to them. It was pointed out that planning and operation of a major activity of this nature is developmental for all who take part.

CLUB PUBLICATIONS, whether a ditto sheet or a printed paper, are val-

uable provided they serve as a direct communication to the club member in the shop or at his home with the latter preferred since it "deals in" the family. It provides an opportunity to include tested ideas and current information of value to the member.

PLANT TOURS, either in allied plants or in plants with unrelated products, provide a rich source of practical ideas in shop methods and a greater appreciation of the over-all industrial picture.

THE NAF TRAVELING LIBRARY should be emphasized by the club for its educational value since it offers each member an excellent opportunity for personal development. It contains material developed through extensive research by individuals deeply concerned with solution of management problems. It brings a technical library right to your door.

THE NAF TRAINING LIBRARY is particularly valuable to the club educational committee. It contains successful management training practices and programs of several hundred companies which may be adapted to the club member needs.

EDUCATIONAL MOVIES can be used effectively if properly selected and used other than for mere entertainment. It was recommended that the best participation is secured when the films are shown after the regular meeting on a voluntary attendance basis.

COMMITTEE, BOARD AND OFFICER MEETINGS are among the most effective media for personal development, experience in planning and executing club activities, with the responsibility involved.

FORMAL TRAINING COURSES. Since this was to be discussed in detail in another portion of the program, the group merely commented that all clubs after passing the stage of successful organization which generally took about a year, should provide training activities between monthly meetings. These should be based on the wants and expressed desires of the membership.

3. *What Are The Functions Of The Educational Committee?* The first step which an educational committee should take, as stated by the group, is to clearly state and define their purposes or objectives. A list of these which seem common to the group are briefly stated here.

First they should survey the club either by conducting a Code of Ethics program or by an opinion survey (questionnaire, schedule or similar techniques). This is done to determine the training needs and wants of the membership.

Another important source of needs is that of the plant. This may be determined by contact with top and middle management in order to meet the most pressing shop problems that can be worked upon by the club.

Some of the other functions: the handling of club publications and other related educational materials and possibly the library where a separate committee has not been established to handle it.

A successful educational committee should cooperate with other committees, particularly program and the membership committees. One of the goals in conjunction with all other groups in the club is constantly to try to raise the standards of management so that it can be considered professional in its attitude and action. For example, emphasize such concepts as: I profess, or I know and I do things because I know and not because of the authority which has been given me.

4. *What Are Some Success Factors In An Educational Program?* An important ingredient for a successful program is planning. To be effective it involves a basic knowledge of your subject and certain long term thinking.

A second success factor is qualified leaders who are sufficiently adaptable and versatile to adjust the program continuously to the conditions and personnel.

The program itself, if it is to have a vital effect and worthwhileness should be based on the interests and needs of the members—tailor-made according to an opinion survey or a technique similar to the Code of Ethics which gets men to express their interests and needs as personal objectives.

It was unanimously agreed that we should strive for participation by the greatest possible number of members in planning and executing the program. We exhibit more interest in those activities in which we actually have a part.

Provision should be made for adequate recognition of members who complete training programs. This may be done by certificates, special accord at the monthly meetings, possibly a letter to the man's immediate superior and the personnel office.

The use of visual aids, demonstrations, models and other techniques were discussed and it was agreed that they are all valuable provided they were used at the right time and place. For example, let's not use a $\frac{3}{4}$ " wrench on a $\frac{1}{4}$ " nut.

The group recommended that individual sessions be short, from one to two hours, and that insofar as possible the entire course be kept to 10 to 15 hours.

In discussing facilities, time and place, the major point developed was that we should make our members as comfortable as possible and the programs enjoyable.

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5. What Steps Should Be Taken In Setting Up Club Educational Program?

The following steps were developed as being common to most programs regardless of content:

Step 1. Using opinion survey or some other technique such as Code of Ethics to determine the needs and wants of the members.

Step 2. Select suitable leaders and trainers. This may be done by checking within the company for leaders; checking with top management, with

outside local plants, with NAF, with public facilities, local and state, and lastly attempting to develop leaders within the plant as a long term program.

Step 3. Using representatives from all areas as a group to develop the content and materials which will go into the program and set up plans for coordination.

Step 4. Determine and establish a time, place and facilities.

Step 5. Check and follow-up on ef-

fectiveness. Try to determine whether the program is worth repeating or whether you want to offer advanced courses in the same areas. It was suggested that the best people to judge the program would be the participants themselves.

In conclusion the group recommended again giving adequate recognition to those people completing programs and also that an attempt be made to develop enough programs to fit the needs of the whole club.

TECHNIQUES AND DEVELOPMENTS FOR NAF CLUB PRESIDENTS

CHAIRMAN: ARNOLD K. WEBER, Personnel Manager, RCA Victor Division

LEADERS: ADRIAN A. KERTZ, Taylor Forge Management Club, Taylor Forge & Pipe Works, Chicago, Illinois
JOHN J. TIGERT, P.A.A. Management Club, Pan American Airways, Inc., Miami, Florida

PERHAPS the most important quality which a club president should possess is ability as a speaker. He must be able to conduct club meetings with skill and diplomacy, and to introduce speakers with ease and competence. The club president is the official voice of the club who must be heard on all occasions, and club members like to take pride in the fact that the man who is talking for them and running the show is doing a good job.

By long-established custom, a master of ceremonies is expected to have a repertoire of funny stories to entertain his audience. A good plan is to maintain a card file of jokes.

In introducing a speaker, it is important to commit to memory his biography and other facts which you wish to bring out. Since you are introducing the speaker, it is presumed that you know him, so your introduction should be smooth and spontaneous. The introduction should include the speaker's background and record and his present connections so that the audience is aware of the authority and experience behind his statements.

Although the president may delegate the responsibility to his program chairman, he should make certain that speakers are accorded every courtesy and consideration during their stay in his city.

Another important factor in club president's duties is in conducting club meetings. It is important that the meeting be started and concluded exactly on time, and that the program not be allowed to drag. The president should endeavor to learn the name of each club member so he can call on members or recognize them from the floor by name.

As presiding officer, it is important to remember that all rules and formalities are intended to be subservient to the will of the assembly rather than to restrain it; to facilitate rather than obstruct the assembly's power of expression.

The second qualification of a good club president, and of almost equal im-

portance, is ability as an executive. He needs the ability to think about both practical and abstract problems to plan the club activities for the year so they will represent a varied but well-balanced program, to devise and set up the club organization, and to cope with the many problems of club operation which will come up during his term of office.

Exceptional self-control is of paramount importance in dealing with people and directing the efforts of others. A man who habitually loses control of himself when beset by difficulties cannot hope to maintain the respect of his associates. Without their respect, he can exert very little influence on them.

Skill in dealing with people and the ability to understand their own and other people's motives go hand in hand with ability to organize and direct the efforts of others. If he is wise, he will realize that he cannot hope to achieve major accomplishments by trying to run the whole show himself.

He should surround himself with as many of the most capable men in the club as he can. The first reason for doing this is that the more brain power he can bring to bear on the overall planning and the day-to-day problems of running the club, the better will be the plans and the solutions. Secondly, the more people he can persuade to take an active part in guiding the affairs of the club, the better the club will be. Widespread participation by the club membership promotes high morale because it engenders in the minds of club members a feeling that the club really belongs to them and it effectively prevents the membership from gaining the impression that the club is run by one man or a small clique.

In dealing with his staff of advisers, who are his board of control and his committee chairmen, the club president should studiously and with an open mind seek their ideas and advice.

In directing the efforts of his committees, he should delegate to the committee chairmen full responsibility and

complete freedom to exercise their own initiative. . . .

One of the first and most important questions one might ask would be: "How do we select a president for our club?" The Taylor Forge Club in Chicago has a plan that has been tested and proven. It has always been my belief and I have repeatedly stated that every member of an NAF Management Club should be eligible and qualified to be president of his club. Sadly and reluctantly we admit this is not true. One of the most discouraging things to watch is the struggle of a new set of officers with the routine organizational difficulties that have been solved and re-solved in years past. Information is available if they only knew where to find it. So we at the Taylor Forge Club a few years ago set out to do something about this. We thought up and decided to try out a new system of "Progression and Promotion."

Fully interested and very actively participating members were named to serve on standing committees. With the guidance and help of senior officers, participation in NAF area affairs, visits to other Chicagoland clubs and finally the steering of their own committees as its chairman, several of these men rounded out to be excellent NAF Management Club men in all practices and policies. This group forms the potential pool of club officer candidates from which its officers have been selected for the last few years.

Before serving our club as its president I worked on several committees and also served in two executive board positions.

Our president of today served various committees and later spent two years in the position of vice president.

Our vice president before being named a foreman served as secretary of his labor union for four consecutive years. As a management man and club member he immediately became interested in committee work. At the following election he was named secretary of the club and after serving in that capacity for four-and-one-half years he was elected vice president.

We of the Taylor Forge Management Club feel that this is an excellent means of educating and graduating club members into the wide field of NAF policies and philosophies, and at the same time broadening our scope in the field of management. In this way the new officer can spend the greater part of his time on extending the usefulness of the club and not on an education and training period.

Don't permit the values you derive from your term in office to be lost. Pass this valuable information along as you receive it, to your subordinates. They shall also profit by it and we shall find our clubs handled and operated more efficiently in years to come.

WHY AN NAF MANAGEMENT CLUB?

CHAIRMAN: RALPH E. WRIGHT, Director of Industrial Relations,
Electric Storage Battery Company
LEADER: ROY J. BELL, Regional Manager, National Association
of Foremen

WHY do many of the progressive men in Management organize NAF clubs? Why do they support their clubs by giving of their time, serving on committees, etc.? The answers are many and complex.

First, the foreman is the front line of management. To his employees, he is the company. And yet, too often he feels cut off from other levels of management. He feels he is in the middle, with all the heartaches of management and none of the joys. This attitude can grow until he is suspicious and fearful of the motives of other foremen, executive policy-making management, and staff people. This clearing up of animosities is one of the big jobs the NAF clubs are doing, for in our clubs men in management have the opportunity to get together as men, checking their titles at the door. They learn to know one another better, to work together on committees, to understand the motives behind the actions of others.

It must be emphasized that these meetings are not line meetings. In an NAF club meeting, all members have an equal say in the club operation. Top executives belong to the club and are voting members but do not run the club itself. All men meet on an equal footing. This feeling of belonging to a management organization develops a team spirit that cannot be beaten. Top executives also benefit from these meetings through their association with other levels of management. In our complex industrial setup today, in many cases the NAF club meeting each month is the only contact top management has with junior executives.

Many staff functions are not thoroughly understood by front line management men. Orders and directives receive only a grudging reception. Many clubs devote a short period of time to the explanation of the part each group plays within the whole of the organization. Cheerful and complete cooperation is the result.

We believe that a true management man is a professional man, and that as a professional man he must keep abreast of all the latest ideas, techniques, and methods in the science of management.

As our production lines have grown, our problem in supervision has become more acute. We have lost the pride of craftsmanship in many of our employees. This places an ever increasing strain on the foreman. Make no mistake about it, the job of getting people to do good work cheerfully and willingly is a difficult one. If today's foreman had two buckets, one with all the technical knowledge available, and one with all the human relations knowledge available, I wonder which one he would use the most. I know the one I would use would be the human relations one, and I think that is the one the average foreman needs *right now*. That is the bucket the NAF keeps filling with all the combined knowledge of hundreds of management clubs.

The development of every individual member is of prime importance to the NAF. Circumstances do not permit

formal training for every individual. Going back to school has never been very attractive to the average foreman. So the NAF works in self-developing programs. Most clubs assign a specific task to every member. It may be a job on the Finance, Program, Reception, or Education Committee, or one of the other jobs required in the smooth functioning of a management club. In any case, the foreman obtains experience in many fields not related to his regular job. He may learn to budget and control the finances of the club. He may learn to plan a year's program and to introduce the speakers before the club. *He learns to think on his feet*, to express himself effectively.

Executive management has recognized for a long time the many advantages gained from outside contacts with other executives. The National Association of Foremen carries this

idea right through all levels of management.

The NAF believes that in developing the individual we must also develop the company he works for and the community in which he lives. Every year a number of regional conferences are held in the different zones of the NAF. The Association plans and sponsors these conferences, but brings in many of the civic groups, universities, educational institutions, etc. These conferences strengthen the community bonds of the NAF and bring the clubs into community activities.

One of the greatest advantages to be gained by the foreman in joining an NAF management club is prestige—the prestige of belonging to a national association. The prestige of wearing the shield of the NAF that stands for the highest ideals, principles and philosophy of management men. The knowledge that you belong to an association that recognizes management as a profession, that is effectively promoting a better understanding of human relations, that is working to build a better management team in every industry in every area of the United States.

HOW TO DEVELOP AN NAF CLUB PROGRAM THAT CLICKS

CHAIRMAN: JOHN E. CHRIST, Personnel Manager, Roberts & Mander Corporation
LEADER: RAY MONSALVATGE, Assistant to Manager, National Association of Foremen

THE NAF requires the yearly program of an affiliated club be 75 per cent educational; however, an interpretation of this requirement might be in order. It is not meant that 75 per cent of each meeting shall be given over to a schooltype lecture on such subjects as management principles, parliamentary law, world politics, etc. If meetings were to be planned this way, we should not be surprised to see them become cut-and-dried sessions of little value. Instead, the requirement means that 75 per cent of the *yearly* program should contribute to the growth of each member of the club. The other 25 per cent should be given over to activities of a lighter nature.

In planning a year's program in advance (a must!), the program chairman and his committee should first of all realize what their objectives are and make their programs in line with them. And these objectives should be: (1) unity in management, and (2) opportunity for self-development of each member.

One of the best ways to accomplish these objectives is by open discussion among all levels of management, led by someone other than a representative of top management (although top management can and should participate just as any other NAF club member); and such a discussion should be alive with good, lucid thoughts expressed by all concerned.

Here are some suggested main features of monthly meetings in a well-balanced, year-round program:

January —Speaker—subject to be selected.

February	—Ladies Night, a social evening. Choir from nearby college sings immediately after dinner; a dance follows any necessary short, pertinent remarks.
March	—Speaker on topic such as, "World Peace—A Necessity To Prevent Our Own Death and Destruction."
April	—Panel discussion on local plant problems.
May	—Speaker—subject to be selected.
June	—Panel discussion on local plant problems.
July	—Top management representatives explain current policies and plans for the plant; then, time is allowed for questions and answers at the end of the talks.
August	—Talk by plant's time-study man, "Time and Motion Study as Practiced at _____, Inc."
September	—Sports Night: Football coach from near by school gives talk explaining team strategy in playing the game. Then, he illustrates his talk with a good movie on celebrated football plays.
October	—Speaker—subject to be selected.
November	—Panel discussion on local plant problems.

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December — Christmas Program, a purely social evening. The yearly program system overcomes the possibility that a meeting will suddenly pop into view with little or no planning having been done. It will allow for long-range preparation and it has many advantages:

1. The speaker, if there is one, will not feel his selection was a second or last-minute choice, since the invitation can be made far in advance.
2. The chance of securing the desired speaker is much better when the request is made well ahead of time.
3. The probability of the program's being well-balanced is much greater.

It is true that some modification of the individual programs may become necessary or desirable as the year progresses, and this must be allowed for.

In addition to the year-round program, the Committee should sprinkle in between the monthly meetings conferences on plant problems, for real unity in management is best fostered when men concerned with special problems come together to discuss them often.

Have monthly meetings contain something instructive, inspirational, or otherwise satisfying, such as a good thought-provoking after-dinner talk or a panel on plant problems.

Give them the variety and good humor of a brief entertainment, clever skit, or group singing; and make sure all members feel they have had the opportunity to participate in some way.

Give them the good timing necessary so that they start and are carried out and end according to a pre-arranged plan; not last too long; business meeting brief, to the point, and in good parliamentary procedure; and have well arranged so that one event follows the other in proper order.

Other suggestions:

1. Have a good meeting place, the right size for the group, in which all members can hear and understand those who speak.
2. Simplify the record keeping of the club. Much administrative work can be accomplished by the Board of Control outside of regularly monthly meetings.
3. Don't kill the speaker's chances of being heard with interest by scheduling a long movie or other interesting long feature before his talk.
4. Hold a meeting of the Program Committee one week before each meeting just to see that all arrangements are in order; then hold another meeting one week after the regular club meeting to discuss the last program—see where its possible deficiencies can be made up in the future.
5. Round out the yearly program



MANAGE December 1948

with features outside of regular meetings, such as educational activities, Code of Ethics Confer-

ences, liberal use of the NAF Traveling Library by members, plant visits of nearby industries.

SUCCESS FACTORS IN CITY CLUB OPERATION

CHAIRMAN: KENNETH W. RAMUSSON, Personnel Manager, Brown Instrument Company

LEADERS: RALPH OSBORNE, Executive Secretary, Rocky Mountain Foremen's Club, Denver, Colorado

GLENN MASSMAN, Executive Secretary, Foremen's Club of Dayton, Dayton, Ohio

IN an NAF city club it is important that each member receives a "status." He must feel that he is important to the success of the club. This is accomplished by: (1) mailing a bulletin to each individual at his home address announcing monthly meetings; (2) securing as many members as possible to serve on committees; (3) having a large "greeters" or reception committee at each event; (4) introducing visiting guests; (5) introducing new members; (6) stressing the importance of each member introducing himself to the fellow seated beside him; (7) having a question period following each speaker; (8) encouraging the participation of all in the refreshment and fellowship period; (9) encouraging the members to participate in club study groups; (10) following up the monthly meeting with a "Highlight" bulletin which reviews the last meeting, particularly for benefit of members unable to attend. These ten factors all help to give the individual member "status."

It is essential that the city club have the right kind of officers. They must be men with the necessary qualifications and must sense the importance of fellowship and comradeship. Clubs often get on shaky ground when officers and chairmen are so busy with their own jobs that they cannot devote adequate time to club duties. The large city clubs in NAF usually have a full-time executive secretary which solves the problem. The past president of a large NAF city club describes the duties of an executive secretary in this way: "The satisfactory operation of a management club is largely a matter of reminding. The constant reminding of the club membership requires the services of a good secretary. He works with the program committee in setting up meetings and reminds the members to attend. He works with the budget committee and helps set up the budget. He helps set up the educational programs and advises the membership of this service. He reminds the board of their sessions, committeemen of their meetings, and the general membership of regular meetings.

"The busy people that make up the club officers and membership need a lot of help if the club is to succeed. Like the works of a well regulated watch, a secretary can provide the power for continuous operation."

The value of a sound organization cannot be over-emphasized. Strong committee service is essential with special attention centered on the contribution booster foremen may make. The system used by one NAF city club where the individual company membership is large is to have one booster

foreman for approximately every 25 members. These representatives receive information on meetings and similar matters ahead of the general membership. Their functions are: (1) determine from the men with whom they work the need for certain types of educational training courses; (2) secure reaction from members as to the value, interest, and help received from monthly meetings; (3) help secure top management representation at regular meetings; (4) obtain suggestions for launching club athletic programs; (5) assist in imparting information that will help make the local program more effective; (6) endeavor to increase club memberships and handle renewals of old memberships.

Booster foremen are requested to attend the board of control meetings. This procedure enables the booster foremen, having witnessed the board in action, to feel that they understand the workings of the board and the administration of their club. This is an excellent training medium to develop future board members.

Participation in civic activities is essential for a well operated city club. The executive secretary usually is a member of a multitude of civic and charitable institutions and members of the club serve as chairmen of the Community Chest, Red Cross and similar activities. All of this results in community good-will and establishes prestige for the club. Some NAF city clubs undertake civic projects on their own, such as, sponsoring a Boy Scout troop or a safe-driving campaign by providing certain types of leadership and financial aid. The club should also cooperate with the local chamber of commerce, manufacturers' association, and other civic groups in their programs.

WORKSHOPS *Continued next page*

The gentleman was having lunch in a London restaurant one day when an orchestra struck up a particularly noisy tune. Without intermission, it followed with another. Somewhat nettled, the customer called the head-waiter and asked:

"Does the orchestra play anything on request?"

"Yes, sir, it certainly does. Is there something you would like them to play?"

"There is," replied the diner emphatically. "Ask them to play dominoes until I finish eating!"

—ROBERTSHAW SYMBOL

HOW CAN WE MAKE OUR NAF CLUB SECRETARIES' WORK MORE EFFECTIVE?

CHAIRMAN: RUDOLF F. VOGELER, Manager Industrial Council, Philadelphia Chamber of Commerce & Board of Trade
LEADERS: THOMAS J. HAYES, Briggs Management Club, Briggs Manufacturing Company, Detroit, Michigan
HAROLD H. MINISTER, NAF Director, Diamond Alkali Company, Painesville, Ohio
STANLEY M. SLAZYK, Taylor Forge Management Club, Taylor Forge & Pipe Works, Chicago, Illinois

THE NAF club secretary must be a statistician, recorder, and a "movable information booth." He must work in close harmony with the other club officers. It is necessary that he be familiar with the duties of the others and have a working knowledge of the administrative affairs of the club.

The secretary is frequently called upon for technical information concerning principles and procedures which are set forth in the constitution and by-laws of his club. It is therefore essential that the secretary be thoroughly familiar with these documents. It is also important that the club secretary understand the general structure of The National Association of Foremen.

One of the most important duties of the club secretary is recording the minutes of club meetings. A practice followed in many clubs is to have the secretary make his entries in pencil on ruled sheets during the meetings and then transfer these entries to the official minute book. This permits the elimination of unimportant details.

As soon as the secretary compiles his attendance record and minutes he should fill out his NAF Activities Report. The purpose of this report is to allot points to the clubs each month for

scoring in the NAF National Achievements Awards Contest. A summary of 200 words is prepared by the secretary and submitted by August 1 of each year to the Awards Committee. A monthly analysis of your club's points for activities should be maintained. This record is helpful to your executive board in recognizing where your scoring is bogging down. It points out the weaknesses in your club structure and programs.

If no publicity chairman is appointed, the club secretary should maintain good public relations for the club. He can accomplish this to some extent by his contact with the newspapers. Keep all club members and the public informed of your club's activities.

The secretary should notify committee heads of their appointments, their committeemen and their duties. He should keep the president informed of unfinished work and future programs. It is the secretary's job to promote enthusiasm in the membership for club activities. In selecting a secretary the club should be careful to pick a man who is able to fire the members with the needed stimulus to carry on effective work.

If the secretary is to notify members of meetings, adequate funds must be

provided. To be effective, meeting notices should employ ideas that will arouse interest. We all know what happens to the routine "form" type of announcement.

The secretary should handle all correspondence relating to the club. All official club correspondence should express the opinion of the club members and not the opinion of the writer. Letters to NAF headquarters and to other clubs are generally typewritten if such service is available. The ditto process is an efficient means of handling routine correspondence to club members.

Out-of-town speakers should be met upon arrival by the club secretary. If the speaker is to be reimbursed, the secretary should make sure the check is ready. It is the secretary's duty to write a letter of appreciation to all speakers who appear before the club.

There are many occasions in any organization to feel slighted; also, a secretary needs a "tough hide" so he won't appear bothered when criticized thoughtlessly. A calm, unruffled exterior is essential. Everybody who knows organization work knows the secretary is an important fellow, but it is his business to work behind the scenes and always make everybody else's work look good even if the secretary has to do the work himself and take no credit. This is difficult for most people but a must for club secretaries.

Note: The work shop entitled "NAF ELIGIBILITY STANDARDS — WHAT ARE THEY — HOW DO THEY WORK?", of which Irving K. Kessler, Manager Employee Relations, John B. Stetson Company, was chairman, and J. V. Kappler, Regional Manager, NAF, was leader, is omitted from these summaries since most of the data covered was outlined in the October issue of MANAGE (Page 16) in an article by NAF Manager J. E. Bathurst.—Editor.

Washington

from Page 3

The importance of committee action on any legislation is hard to over-emphasize. This was forcibly demonstrated by the fact that from the date of the enactment of the original Wagner Act in 1935 until 1947, or for a period of 12 years, "stacked" committees prevented the passage of any important labor legislation and effectively stymied any attempts to modify or amend the Wagner Act. Obviously, sympathetic majorities in these committees of the new Congress can act quickly in an attempt to repeal the "Taft-Hartley" Act.

It is unnecessary to discuss a possible presidential veto and the necessity for overriding a veto by a two-thirds vote in both Houses, since the President campaigned on the issue of repeal of the Act. Therefore, a simple majority of the membership of each House is sufficient to bring about this result.

In order to redeem its promise, the administration and the majority of the members of the Congress likely will

want to blot out the name "Taft-Hartley." To accomplish this, an effort may be made to repeal the Act completely, but, if this is done, much of the original Wagner Act and some of the most important safeguards from the standpoint of organized labor will be carried away by such action. The simplest course would be to amend the "Taft-Hartley" Act. But if this name and all it connotes is to be blotted out, it will be necessary after a "Taft-Hartley" Act repeal to enact additional legislation to save the rights which organized labor gained in the original Act. Whichever course may be followed, it seems pertinent to examine some of the sections under greatest attack.

The one section which has produced great comment is that barring the closed shop. Whatever procedure may be adopted, a strenuous effort is sure to be made to eliminate this prohibition.

Another section which has proved somewhat difficult in practice is that requiring a vote by the workers in a given plant before a union shop can be installed. This section seems likewise to come under heavy fire.

The section of greatest interest to supervisors is that removing supervisors from the benefits of the Act. On the basis of available evidence, this section has worked well in practice and has been the subject of relatively little criticism. The attitude of the administration and the new Congress on this particular issue is anyone's guess at the moment. If the procedure of first repealing the entire "Taft-Hartley" Act is adopted, however, this section will go down the drain and the battle will then be on to include it or exclude it from affirmative legislation.

NAF CALENDAR

Mar. 10, 11	Board of Directors Meeting	Tulsa, Okla.
Mar. 12	Area Regional Conference	Tulsa, Okla.
Mar. 19	Area Regional Conference	Newark, Ohio
Sept. 22, 23-24, 1949	26th Annual Convention, National Association of Foremen	Detroit, Mich.

Producing Goods at a Profit



. . . . means eliminating waste—including waste caused by accidents to workers.

SAFETY is everybody's business but it is the direct responsibility of the foreman. One measure of the foreman's efficiency is his ability to train his crews in safe and profitable production . . . to realize that accidents don't happen, but are caused and to find ways to eliminate these causes.

HELPING management men to plan their accident prevention effort is a major activity of the

(Cost of this advertisement has been contributed by companies wishing to extend the influence of the National Safety Council.)

NATIONAL SAFETY COUNCIL

20 North Wacker Drive

Chicago 6, Ill.

Readers

from Page 15

good jobs, are too willing to go on with our everyday living and allow someone else to do the fighting for us.

I heartily agree that the foreman can do much toward selling his men on the value of our way of life. Through your magazine you are doing much toward helping him in this task, but may I suggest a possible way of giving him more help? Every factory that I know of utilizes bulletin boards in most departments to convey messages of importance to their employees. These bulletin boards are perused daily by every man in every factory. Since MANAGE cannot be read by everybody, and it is possible that it will take a long time for the foremen to tell their story effectively to all their men, wouldn't it be a good idea to reprint each month excerpts from your articles, presenting the facts about life under Communism and the other 'isms' that are undermining the morale of many of our people on one or two pages of MANAGE with the suggestion that the pages be cut out and posted on the bulletin boards? Little things like the fact that, under thirty years of Communism, Russia has not produced so much as a button that can compete in world markets will do much toward straightening out many of our misdirected people.

May I wish you continued success and greater circulation?

J. K. McGriff
Monroe Auto Equipment Co.
Monroe, Mich.

What do some of you men in the management clubs think of McGriff's idea?

Editor:

Your request for suggestions and criticisms is not an easy one to fill...

I am sure that the average foreman is more interested in what other foremen are doing and thinking than he is in what the presidents or board chairmen of large companies are saying. My suggestion, therefore, is that more articles be included in your magazine which indicate the thinking and the practices of the average foreman...

Your magazine should be a management magazine for management men; therefore, it should be well balanced in its contents to cover the various levels of management without overstressing top management.

Louis W. Lerda,
Director Supervisory Training
Esso Standard Oil Company
Elizabeth, New Jersey

Thanks, Mr. Lerda. We agree—foremen agree—executives agree. Foremen can do their part of the job if they will quit trying to be "writers" and just send us a letter giving their ideas in shop-talk style. Some are afraid of what the big boss will say when he sees it. No need to worry if a foreman's ideas are on the "constructive" side.

Editor:

I trust that you will find space for the enclosed comments in the Foreman's Round Table. They represent my own opinions on the subject and are derived from years of experience as a foreman.

My earnest desire is to reach the many young foremen in the smaller plants who find considerable frustration in their attempt to put into practice some of the modern methods and procedures so readily adopted by the larger concern. A large part of this failure is due to the wrong approach to the subject and I think your magazine is rendering a splendid service by bringing problems like this out into the open.

Thanking you for your attention, I remain,

Yours truly,
Louis A. Rosenthal, Foreman
The Electric Products Co.
Cleveland, Ohio

Thanks, Louis Rosenthal. Your comments, published in the "Foreman's Round Table" this month, indicate that a great reservoir of untapped management knowledge is being kept locked up in the minds of foremen. Your suggestions should prove of interest and value in solving this problem in frustration.

Social Security

from Page 13

claimants who are dissatisfied with a decision on a claim. Detailed information about this and other provisions of the old age and survivors insurance program may be had at any local office of the Social Security Administration.

Growth of Federal Old Age and Survivors Insurance Program

The old age and survivors insurance program has been described as the largest insurance system in the world. A few facts about the record of its operations are cited to show how this program has grown.

At the beginning of 1948 more than 42½ million wage and salary earners in private industry and commerce were insured under the system. Most of these people will probably remain in covered employment. They are, therefore, on the road to a status which will give them continuing insurance protection. About 11,600,000 workers were already permanently insured at the beginning of 1948. They and their families are certain of some continuing insurance protection regardless of their future work history.

About 2,250,000 are now receiving monthly insurance payments at an average monthly rate in excess of \$44,000,000. In 1947 the total number of monthly beneficiaries increased by more than 330,000.

Monthly benefits paid to retired workers, their wives, and their dependent children during 1947 amounted to approximately \$300,000,000. Monthly payments to families of deceased workers (children, widows with children in their care, aged widows and

aged parents) totaled about \$153,000,000. In addition, approximately \$30,000,000 was paid during 1947 in lump sums.

Studies made by the Bureau of Old-Age and Survivors Insurance indicate that this program will continue to grow in the coming years. With each successive year more and more persons will have an insured status. This is particularly true of workers age 65 or more who can qualify for retirement benefits.

Books

from Page 17

Office Management, Third Edition

by John H. MacDonald

This book covers both principles and methods. Many illustrations of specific procedures and methods used by representative companies has been used, so that virtually all the material represents the current practice of well-known, progressive companies.

Personnel Management for Supervisors

by Claude Edward Thompson

The materials of this book arise out of the author's experiences and his observations of good as contrasted with poor supervisory practices over a period of fifteen years in public utilities, manufacturing organizations, merchandising concerns, and other business enterprises.

Practical Job Evaluation

by Philip W. Jones

Discusses the practical aspects of job evaluation, emphasizing the design, installation, and salesmanship of the procedure necessary to determine the wages of employees. All plans and techniques included have been used successfully in business and industry.

Principles of Personnel Testing

K-265
by C. H. Lawshe, Jr.

Here is a practical treatment of the accepted procedure for selecting, validating, and using personnel tests in business and industrial situations. It covers the various types of tests and cites pertinent examples from the literature to indicate those kinds of situations in which specific kinds of tests have been useful.

Training Workers and Supervisors

D-263
by Charles Reitell

The test of this book is whether it helps you in selecting and training workers; whether you unmistakably see better quality, higher output, lower costs, and with them a finer spirit of cooperative goodwill growing out of your efforts in guidance and leadership.

What Every Foreman Should Know

H-271
by Fred G. Clark and Richard Stanton Rimanoczy

The Economic phase of life: Like a crude cabin, everything that contributes to man's material welfare (MMW) is the product of natural resources (NR) plus human energy (HE) multiplied by tools (T).

A college education seldom hurts a man if he is willing to learn a little something after he graduates.



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MANAGE

OKAY— but what's in it for me?



"So America's the richest country in the world. So what?"

"So Americans produce more than any people on earth. Okay—but what's in it for me?"

At all times, in all ages, nations have had to answer that question—or go out of business.

The average man—the worker, the farmer, the small businessman—is human enough to ask: "What will it do for me—for me and my wife and my kids?"

Let's look at the record—

Here in America we have the best answer in the world to that question.

Machine Power: Since 1910 we have increased our supply of machine power $4\frac{1}{2}$ times.

Production: Since 1910 we have more than doubled the output each of us produces for every hour we work.

Income: Since 1910 we have increased our annual income from less than \$2400 per household to about \$4000 (in dollars of the same purchasing power), yet

Work Hours: Since 1910 we have cut 18 hours from our average work week—equivalent to two present average workdays.

BUT THE BEST IS YET—You're right—things can be even better . . . and must be better. Right now, everyone admits prices are too high. We still have the threat of boom-and-bust. Our system has faults, yet it has brought more benefits to more people than any other system ever devised.

We can beat the boom and bust cycle. We can have even better food, better clothing, better wages, better homes, more leisure, more educational and medical facilities.

We can have all this IF we all continue to work together and share together . . . IF we continue to realize that each American's personal standard of living will rise in proportion to how much all Americans produce through better machines, better methods, better teamwork.

And that's about it. What's in it for you depends on what's in it for America.

Approved for the
PUBLIC POLICY COMMITTEE
of The Advertising Council

by:

EVANS CLARK, Executive Director, Twentieth Century Fund

BORIS SHISKIN, Economist, American Federation of Labor

PAUL G. HOFFMAN, Formerly President, Studebaker Corp.

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1301 Elston Ave. Chicago 22, Ill.

WANT TO HELP? MAIL THIS!

PUBLIC POLICY COMMITTEE
THE ADVERTISING COUNCIL, INC.
11 West 42nd St., New York 18, N. Y.

I want to help

I know that higher wages, lower prices, shorter hours and larger earnings can all result from producing more good for every hour all of us work.

Therefore, I will ask myself how I can work more effectively every hour I am on the job, whether I am an employee, an employer, a professional man or a farmer.

I will encourage those things which help us produce more and add to everyone's prosperity—things like greater use of mechanical power, better machines, better distribution and better collective bargaining.

I will boost the good things in our setup, and help to get rid of the bad.

I will try to learn all I can about why it is that Americans have more of the good things of life.

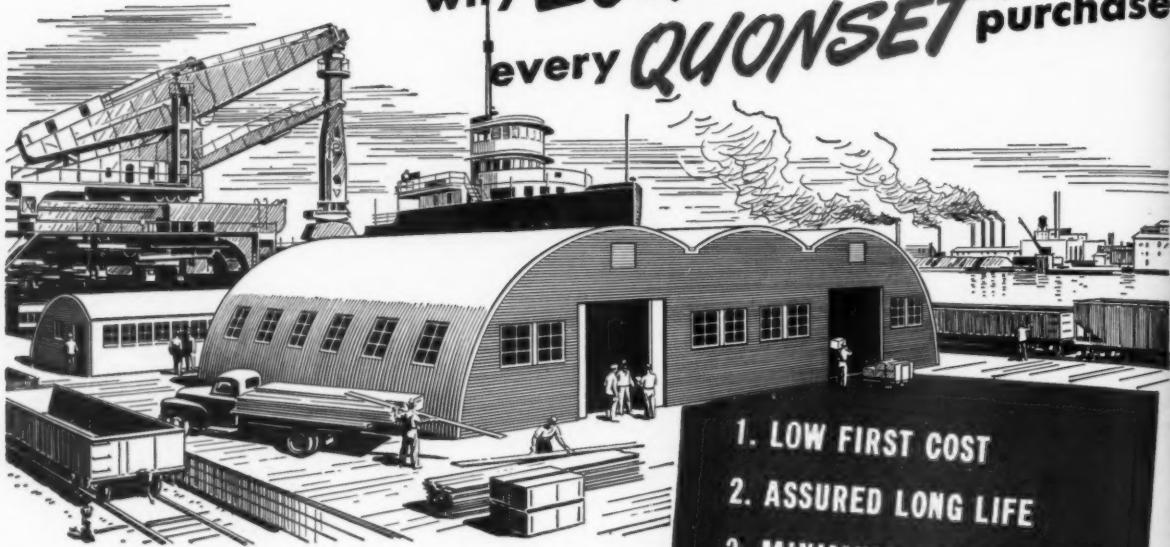
Please send me your free booklet, "The Miracle of America" which explains clearly and simply, how a still better living can be had for all, if we all work together.

NAME

ADDRESS

OCCUPATION

3 Reasons why ECONOMY is part of every QUONSET^{*} purchase



- 1. LOW FIRST COST
- 2. ASSURED LONG LIFE
- 3. MINIMUM MAINTENANCE

You get all three when you buy a Quonset!

You get *low first cost* because all Quonset framing members and steel sheathing used to build a Quonset are delivered pre-cut to exact dimensions from the factory. This eliminates time and labor consumed in cutting and fitting materials on the building site. Furthermore, the steel sheathing is *nailed* to the Stran-Steel arch ribs. This is made possi-

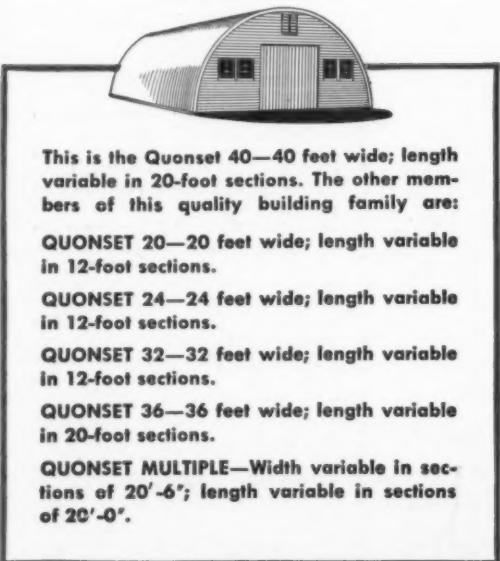
ble by the patented nailing groove in every framing member. If the interior is to be finished or partitioned, the collateral materials can also be *nailed* to the Stran-Steel framing. Your Quonset goes up fast—gets you in business sooner at less cost.

You get *assured long life* with a Quonset because of the strength and durability inherent in the all-steel construction of the Quonset, with its rugged arch-rib design. And, of course, a Quonset is fire-resistant.

You get *assured minimum maintenance* that saves you time and money because Quonsets are sag-proof, termite-proof and rot-proof.

Yes, a clear-span Quonset provides more usable floor space, at less cost, in less time, than other building types. See your nearest Quonset dealer about the Quonset building most suitable to your needs, or write today for his name and address.

*REG. U. S. PAT. OFF.



GREAT LAKES STEEL CORPORATION
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